

## CCOC/CCHC Board Package: February 23, 2022

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## CCHC Agenda

The next regular meeting of the CCOC/CCHC Board of Directors is:  
**7:00 pm Wednesday, February 23<sup>rd</sup>, 2022**

### 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 CCHC Board minutes of January 26<sup>th</sup>, 2022
5. Business arising from the previous minutes
6. New business
7. Adjournment

# CCOC Board of Directors Agenda

## AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order & Anti-Oppression Statement 1 min
2. Adoption of agenda 5 min
3. Adoption of January 23<sup>rd</sup>, 2022 minutes 2 min
4. Declaration of conflict of interest 1 min
5. Strategic Business
  - a) Convoy Impacts on CCOC 15 min
  - b) Board Directors' Liability for Statutory Deductions 2 min
  - c) Signing Officer: Appointing Sarah as Signing Officer 5 min
  - d) Strategic Planning update 5 min
  - e) Board Package: Improving user-friendliness 10 min
6. Time-sensitive Business
  - BREAK – 5 mins**
7. Business arising from the previous minutes
  - a) Nominations Sub-Committee update 5 min
  - b) Executive Director Orientation and Training Subcommittee (?) 5 min
  - c) Board buddies update 2 min
  - d) On boarding of new board members 5 min
8. Other Business
  - a) In-Camera update – Nothing new this month 1 min
  - b) Forward Avenue Funding Update 2 min
9. Information Items
  - a) Executive Committee minutes
  - b) Facilities Management Committee minutes
  - c) Rental Committee minutes
  - d) Tenant & Community Engagement Committee minutes
  - e) Finance Committee Minutes
  - f) Development Committee Minutes
  - g) Personnel Committee Minutes
10. Adjournment - [Next meeting: March 30th, 2022](#)

## Impacts of the Convoy on CCOC

### Overall:

- Several Board members have shared their concern for our downtown tenants and staff and asked for an update at Executive Committee on Monday Feb 14th.
- Staff who live in Centretown are being affected by the noise – losing sleep, having a hard time working, having mental health affected by the ongoing occupation of their neighbourhood.
- Staff who live in Gatineau are having a hard time getting to work – the time it is taking to cross the bridges has changed significantly. This is leading to a loss of people hours.
- Staff (especially racialized staff) don't feel safe walking to work or being on foot around the office. Supervisors are being flexible and trying to help people by covering off things that must be done from the office if their staff aren't comfortable coming in.
- The longer this goes on, the less rentable our buildings will become – I don't see 210 Gloucester, or the Lisgar buildings being as appealing already – but overall any of our Centretown buildings will likely be affected if this keeps on.

### Facilities:

- Checking and repairing the alarm system for CCOC office at 415 Gilmour was delayed a couple of days. The alarm system was not operational during that time.
- Work on the access control and new intercom systems at 415 Gilmour was delayed 3 days because Secur's technician lives in Gatineau and either did not come to work or it took him few hours to get to 415 Gilmour on particular days.
- Elevator contractor couldn't do repairs to few building elevators therefore we had no elevator at 1 property for 2 days
- Plumbing repairs were delayed at multiple properties in due to the CWW truck couldn't get to the properties.
- Delays to the majority of regular maintenance calls due to road closure and detours.
- Delays on snow removal due to some road closure
- Few staff who lives in Gatineau couldn't get to work or few hours late due to bridge closure which affected our service response time
- Staff on call the first weekend took a long time to get to calls because of the traffic disruptions (increased labour costs, reduced service standards)
- 258 Argyle Capital elevator wouldn't go down for an elevator call one night
- contractor work has been delayed at 210 Gloucester for in-unit work
- broken front door lock at one Lisgar building – tenants are afraid that their building is being targeted; lock contractor refused to come to the area at night so staff had to do a temporary fix
- Street folks appear to forced away from their usual locations into our building (weekend of Feb 12-13)
  - 210 Gloucester Lobby Vandalized
  - Fire started in the Clarence garage (bonfire)
  - Street person in laundry room at 140 Bronson
  - Fire extinguisher triggered at 140 source unknown
- Roger (on call) had issues crossing over from Quebec side over the weekend to get to calls

### Rentals:

- Rental Officers have seen an increase in complaints about people not wearing masks in buildings (feeling emboldened)
- Rent Collections has had a handful of tenants saying they couldn't get to their bank and/or couldn't get to the office to pay rent.

- Rental Officers have moved some meetings off site (not at 415 Gilmour) to make it easier for tenants
- Some tenants have said they are unable/unwilling to come downtown to drop off annual review documents
- Each person had about 4-5 extra complaints/issues due to the pandemic so about 20 total extra complaints or issues in the first 10 days. Here are a few anecdotes:
  - One tenant at a Lisgar Street posted on Instagram that he was offering up his shower and bathroom to truckers. A neighbour saw this, and then saw him in the laundry room with another man and was very upset and felt unsafe. The tenant has left the building and doesn't feel safe to come back until the convoy is gone. We consulted our lawyer about action we could take – we can't take any unless the guests are causing disturbances or damages. Two staff visited the building to check and saw no negative impacts (but this was an unplanned use of their time in reaction to this complaint)
  - One person's POA couldn't get to their apartment to work on moving them out because they live in Gatineau and the bridges were closed
  - One tenant at Beaver Barracks had to delay their move out by a week because their mover was racialized and didn't feel safe coming downtown
  - One tenant at Lebreton Flats building had to delay their move out by a few days because their mover couldn't access the building. Because that is a 1-elevator building, it meant we couldn't accommodate a last minute change to their booking and they had to move out without putting the elevator on service. This cost us extra staff time dealing with the back and forth to explain this and the tenant being upset.
  - A handful of tenants who live in Lisgar street buildings (we have 3) are concerned about the attempted arson and have followed up with Rental Officers and myself saying they are scared and wanting to know what we are doing about it.
- Some tenants had PSWs blocked by counter protestors – they weren't able to get to buildings because of the blockades

#### **Finance:**

- The courier that picks up our bank deposits from 415 Gilmour wouldn't come to that location, so we had to arrange pick up from a staff person's home.
- All downtown bank branches are closed, so all of our deposits are going to another bank – we have yet to know whether this will affect how quickly things get deposited, but if there are delays, that will likely increase NSF's because cheques weren't cashed in a timely way.
- One staff member who uses transit to get to the office can't take the usual bus because it doesn't come downtown, so the travel time will be much longer to get to/from the office

#### **TCE:**

- Delays on getting printing delivered to office (monthly newsletter)
- Trying to negotiate for pick up of calendar where there were errors – the courier had a hard time getting to downtown for pick up

#### **Development:**

- One team member lives on Slater street and is coming to the office in order to be able to work because the noise is so disruptive.

#### **Community Partners:**

- You might have seen this article: <https://ottawa.ctvnews.ca/we-feel-like-we-are-collateral-damage-residents-living-with-disability-fear-homecare-won-t-come-due-to-protests-1.5766883>  
The story is that the staff people who lived in Gatineau couldn't get to the building in the Byward Market, and were having to walk for an hour to get to the building. The organization ended up having to rent a hotel room for staff to ensure continuity of service for our tenants/their clients.

## Directors' liability for statutory deductions

Under the Income Tax Act, a director of a corporation is personally liable for any statutory deductions that the corporation failed to remit to CRA during the time the individual was a director. This includes deductions at source for income tax, CPP and EI premiums. This applies to directors of all corporations, including non-profits.

A director will not be liable, however, if he or she can establish that they exercised "due diligence" to ensure that the required remittances were made to CRA.

The responsibility to ensure that statutory deductions are remitted cannot be delegated to a committee or to the officers of the corporation.

Errors and omissions Insurance for directors typically does not cover this liability.

To establish due diligence, a common practice is for the senior financial officer to provide on a regular basis a written certification to the Board of Directors that all required deductions have been remitted and paid. This certification can then be attached to the Board minutes.

For CCOC, this could simply be a signed statement from the Director of Finance stating:

*"I hereby confirm that all required source deductions for income tax, CPP and EI for the period from [ ] to [ ] have been remitted and paid in full to the appropriate authority".*

The Board then would pass a resolution to attach the certification to the minutes.

When a corporation is not in financial difficulty, it is probably sufficient to follow this practice every 6 months, or perhaps even annually when the financial statements are approved. If a corporation is in financial difficulty (fortunately not the case with CCOC) more intensive steps are required to establish "due diligence".

I want to make clear that I have no personal concern whatsoever about CCOC's remittance of statutory deductions; however, I do think that it would be a good idea going forward to adopt what is a standard practice to protect directors from personal liability.

Dougald Brown

# CCHC board of directors meeting minutes – January 26, 2022

7:00 pm Wednesday, January 26<sup>th</sup> 2022

## DRAFT MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

**PRESENT:** AnaLori Smith (President, chair), Court Miller (Treasurer), Dougald Brown, Wayne Fan, Sarah Gelbard, Penny McCann, Jesse Steinberg, Courtney Lockhart, Erin Sirett, Chris Yordy (Vice President), Erica Braunovan, Raez Zaman, Soraya Ibrahim,

**Regrets:** Sandy Hung, Shelley Robinson (Secretary)

**Staff:** Sarah Button, Norm Turner (Director of Facilities Dept), Aisha Ahmed (Minute Taker)

8. **Call to order & Anti-Oppression Statement:**  
The meeting called to order at 7:06pm and the anti-oppression statement was read by Chris.
9. **Adoption of agenda:**  
The agenda was adopted unanimously as presented.
10. **Declaration of conflict of interest:** None
11. **Adoption of the Board minutes of December, 2021:**  
The minutes from the December 24 meeting were adopted unanimously as presented.
12. **Business arising from the previous minutes:** None
13. **New business:** None
14. **Adjournment:**  
The meeting adjourned at 7:11pm. (M/C, Chris)

# CCOC board of directors meeting minutes – January 26, 2022

## DRAFT MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING

**PRESENT:** AnaLori Smith (President, chair), Court Miller (Treasurer), Dougald Brown, Wayne Fan, Sarah Gelbard, Penny McCann, Jesse Steinberg, Courtney Lockhart, Erin Sirett, Chris Yordy (Vice President), Erica Braunovan, Raez Zaman, Soraya Ibrahim,

**Regrets:** Sandy Hung, Shelley Robinson (Secretary)

**Staff:** Sarah Button (Executive Director), Norm Turner (Director of Facilities Dept), Aisha Ahmed (Minute Taker)

### 11. Call to order & Anti-Oppression Statement

The meeting called to order at 7:12pm and the anti-oppression statement was read.

### 12. Adoption of agenda

- Staff has an additional item to add to CCOC agenda. Update on vaccine policy, funding for forward, LeBreton update.
- Sarah Gilbard would like to add GPS update
- Sarah Button proposes to move presentation to the end (after “other business”)
- All agree that time allocations look right. All agree to adopt the agenda unanimously and Sarah Gilbard volunteers to be a timekeeper for this meeting.

### 13. Adoption of December 22, 2021 minutes

The December 22<sup>nd</sup> meeting minutes were adopted unanimously as presented with the amendment described below.

### 14. Declaration of conflict of interest

None.

### 15. Welcomes-

- a) Welcome Courtney Lockhart as our new Secretary Dougald to the Exec Committee
- b) New board Members – welcome and intros  
Soraya Ibrahim  
Reaz Zaman

AnnaLori welcomes new board members. Soaraya and Raez introduce themselves, followed by rest of attendees.

### 16. Strategic Business

- a) 520 Bronson letter re: loan forgiveness update

Norm gives the update that, at Penny’s suggestion, we asked Joel Harden to write to the minister on our behalf which they have kindly done. Group in favour.



**b) Nominate Sarah Button to Chair of Cahdco per the MOU**

The ED of CCOC by virtue of that office also chairs the Cahdco board and therefore we will need a motion.

**MOTION:** nominate Sarah as the new chair of the Cahdco board. (m/s/c AnaLori/ Court/ All)

**17. Time-sensitive Business**

No time sensitive business for this meeting.

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

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

- Norm gives update. Shares text of volunteer vaccination policy. We have consulted with a lawyer.
- Raises the question- Do we alter the language around “full vaccination”, would we need to use language that takes into account three, four, etc shots?
- Court agrees to keep it at “fully vaccinated”. Chris affirms this proposition.
- Sarah Gilbard recommends “fully vaccinated in line with Health Canada recommendations”. Group agrees.

**Motion:** approve policy as it stands and as we’ve reviewed it (m/s/c/ AnaLori/ Chris/ All)

**b) Nominations Sub-Committee**

AnaLori gives update. Following Shelly’s resignation from the board one more member is required. For this sub committee, you can’t be up for re-election at this AGM so those eligible are Court, Courtney, Reaz, Erin, Soroya. The commitment would be – Monthly for 1 hour (Usually Friday PM) Between now and May but there may be a need for additional meetings as the AGM grows near.

**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, the new ED will have a very steep learning curve and another formalised sub committee would place additional demand on volunteers at what is a busy time.
- Courtney and Penny volunteer to be on the subcommittee
- Sarah Gelbard suggests that each committee brings forth things to highlight for Sarah as the incoming ED
- Sarah intends to attend committee meetings in the coming couple of months

**d) Board buddies update**

Chris Volunteers to orient new board members.

**e) On boarding of new board members**

Norm and Hannah will be available to assist new board members

**19. Other Business**

- a) In-Camera update – Nothing new this meeting**
- b) Taiga merger update**

- Norm gives update. We heard late on Friday that the process with the Province has been completed and so there are just a few administrative items to complete now.
  - Courtney and Chris take a minute to congratulate everyone for the merger.
  - Norm gives summary of the merger for new board members.
- c) Le Breton Flats – Competition Results
- Norm gives an update. Dream along with Multifaith Housing were the successful contestant and the winning scheme has a considerable amount of affordable housing.
- d) Forward Avenue Funding Update
- Norm gives update. The proforma includes waiver from the city which the city is not promising to carry out. The city and CMHC will have to make up the funding gap. We will have more information on this next meeting
  - Penny agrees it is frustrating. We do not know the interest rate and that is a risk for us.
  - Norm says this update may not have a schedule implication but we will have more information soon.
  - Chris suggests that it may not happen as fast as everyone expects, and private lending is exceptionally low still so that may be an option in the future.
  - Dougald asks what was the representation that the city made to us about waiver of property taxes. Norm answers they hadn't committed to it but they indicated they would consider it.
  - Penny adds this is a deal that the city is brokering to several other parties.
- e) Sarah Gelbard asks for clarification on Personnel committee meeting minutes mentioning GPS policy
- Chris clarifies we're looking into it and we've deferred the item for next month. As long as we've had adequate time for consultation and if it seems like the right thing to do and respects privacy rules.
  - Norm mentions the technology is used on people's cell phones, and there's a concern of privacy. Believes no one has an issue with the principle, we're still working on the execution.
  - AnaLori would like the policy to be unpacked, and for staff to be consulted and be onboard.

20.

- a) Welcome Sarah Button our new ED
- b) Presentation by Sarah
- c) Q & A with Sara
- Chris asks given that the presentation focuses on what decisions are federal, municipal, provincial. How much of our strategy are affected by provincial politics?
- Sarah unsure what will happen provincially if there is a government change in the summer. At CCOC we've been good at positioning ourselves to take advantage of

whatever is coming.

- Chris asks how does Ottawa fit into that? We've been so successful at going after provincial funding because the current government has made it possible and easy
- Sarah agrees that there are some powerful tools, such as a land trust. Ottawa is more progressive than we think.
- Penny comments that provincial government is sending a signal to try to address affordable homeownership and rapid development. It is important to reclaim the narrative, try to make mortgage an election issue for the province.
- Erin asks how CCOC could play a role at addressing the issue of lack of housing for urban indigenous communities. Sarah agrees this is a good point, we'll explore this further possibly with partners
- Dougald asks what are the main issues or areas effort of CCOC can make the most impact in? where should we focus our effort? Sarah agrees that we will get into this during our strategic planning process
- Courtney notes that the right to housing is also an interesting (growing) space and will hopefully help keep affordable housing on the front burner. Sarah agrees this will be something to watch out for in the near future.

## 21. Information Items

- a) Executive Committee minutes
- b) Facilities Management Committee minutes
- c) Rental Committee minutes
- d) Tenant & Community Engagement Committee minutes
- e) Finance Committee Minutes
- f) Development Committee Minutes
- g) Personnel Committee Minutes
- h) Nomination sub Committee TOR

22. Adjournment – The meeting adjourned at 9:00 pm (M/C, Sarah Gelbard)

**Next meeting: February 23rd, 2022**

# Personnel Committee minutes – February 1, 2022

5:30pm (virtually) Tuesday, February 1, 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), Sara Hobbs, Wayne Fan, Zak Spelay, Adria Burri (Recorder)

**Regrets:** Bill Rooney, AnaLori Smith

1. **Call to order and reading of the anti-oppression statement** 5:35pm, Dougald read the anti-oppression statement
2. **Approval of the agenda** – 5:38pm, adopted on consensus
3. **Approval of the January 4, 2022 minutes** – Unanimous
  - **4. Staffing Updates:** New Executive Director- Sarah Button, starting February 14<sup>th</sup>. New Human Resource Officer and meeting recorder: Adria Burri started as of January 11<sup>th</sup>, 2022
4. **Training:** No update, commitment to plan for Building Representative training in the Spring.
5. **New Business:**
  - a) **Connect2Knowledge Survey:** For information and feedback
    - Andrée-Ann shared that she will be going through a HR policy audit to go through all of CCOC's current policies. The HR policy audit would consist of three 90-minute sessions, in which she would be joined by Adria.
    - C2K had inquired if it would be possible to incentivize staff to increase participation rate. Andrée-Ann had said, not directly due to confidentiality and budgetary issues. She gave an example of how we could incentivize staff to participate in the C2K survey: once the desired participate rate (let's say 70%) was reached, staff members would be able to take a day off. It's not a possible case at CCOC since staff have heavy workloads and tend not to utilize full vacation/leave accruals.
    - Chris suggested employees take a "personal day" and to be mindful that employees may not want to take a day off. He also suggested that it may be beneficial for employees to promote the survey by word of mouth to spark conversation between employees
    - Dougald suggested a pizza lunch if there is 75% participation from employees completing the survey
    - Joelle asked for a point of clarification on how often employees would need to complete the survey

- Andrée-Ann clarified that the survey would only have to be done once. She stated that the overall idea of the survey is to gather a staff general overview. To ensure that all questions have been answered successfully, she will ask more questions to C2K on how the survey will look.
- Joelle suggested a visual representation of how many staff members completed the survey by creating a live dashboard, and then providing employees with a prize if the desired participation rate was reached
- Andrée-Ann agreed as she wants to get excitement back within staff
- Chris wanted to ensure that we have the capacity to conduct the survey
- Andrée-Ann confirmed that it's C2K leading and she'll discuss further with the change management team how we can boost interest and the committee was all in favor.

## 6. Business Arising:

### a) GPS Policy Update:

- Andrée-Ann acknowledged that she met with Pascal, then with Norm. She stated at this time that she was deferring this motion until further research is conducted to ensure that staff wellness and Health & Safety is top priority
- Andrée-Ann and Norm have done research and contacted different providers but feels as though more work still needs to be done. The policy is ready to go (the feedback was that it was well done and thorough) and assured committee members that once the appropriate changes are made, if needed, legal council would approve those changes
- Chris shared that he was glad that the committee was not going to move forward with the motion for the time being. Chris also asked what opinions other committee members had
- Joelle voiced that she felt that taking a step back was a good call as she found it difficult to move forward as the software was not going to be able to do everything that the organization wanted it to do. She agreed that spending more time and having more eyes on the software would be better for staff safety
- Cynthia shared that she believes that the software is a complex item and that employees should have the opportunity to ask questions and understand the purpose of adapting the software
- Zak agreed that it makes the most sense to hold off on the motion. He also shared that in order to ensure that the business case makes sense, holding off and putting more work into the software would be most beneficial
- Andrée-Ann agreed and stated that by taking a step back, staff will be better protected, the software will be more efficient and labour costs will be saved
- When the controlled pilot is matured, the issue will come back to the committee

- Dougald asked which Health & Safety members would be involved in the decision making
- Andrée-Ann explained the Health & Safety committee members are made of staff members across CCOC, and management. When all are present, there's a good Field staff representation which is key in this matter since a GPS tool would impact them the most.
- Committee members unanimously agreed to reinvestigate the matter. It was also unanimous to refer the policy to the Health & Safety committee (they are meeting next week)

**b) Pandemic update: none**

**c) Work plan:**

- Chris shared that he liked the different language that was used in the work plan. He expressed that he wants to spend more time on updating internal procedures
- Joelle agreed, and stated that she likes the thoughts behind it but ultimately thinks that CCOC could do more
- Cynthia questioned why the objectives were not measurable and believes that making them measurable would be a beneficial way to ensure that activities are being done
- Chris agreed that by having measurable objectives it would be a useful way to track changes in activities and policies
- Andrée-Ann agreed that the objectives should be SMART and that usually objectives – this is a General Workplan that will feed into more detailed Department objectives and once we have a consensus, we'll develop further
- Dougald stated that he thinks the committee should revisit policies in adjusting salaries (performance pay, COLA, potential benchmarking, etc.).
- Chris agreed as it is enabling HR, builds relationships and trust between employees and directors
- Cynthia questioned what the process is under "safe workplace" and how it will be improved
- Wayne supports Dougal's suggestion in regards the issue of salary adjustments
- Pascal stated that the terms of reference did address who does what well already, maybe it only needs more publicity/repackaging
- Zak sought more clarification on what a culture of trust meant, in context of a new ED and if the timeline should be postponed or not

- Chris wants there to be a focus on safe workplace and ensure that the Human Resource department goes over the policy with the new ED
- Andrée-Ann shared that as of March 1<sup>st</sup>, 2022, Personnel Committee agendas will be shared with all staff beforehand and there will be an open invite for staff to join the meeting. Staff members can join the meeting but only committee members are allowed to vote on discussed topics, transparency and open decision making are key component of trust – obviously with a new leadership it takes time too.
- Andrée-Ann will ensure that the document is easily accessible and will be shared with members for more review/discussion in March.

**7. Staff meetings:**

**All Staff:** New ED Sarah Button, committed to doing a one on one with all staff

**Health & Safety:** Meeting next week.

**8. Committee summaries:** enclosed in package [for information only]

**9. Other business:** Staff representatives, except for the recorder left the meeting.

The Committee moved *in camera* at 6:44pm (M/S/C, Zak Spelay, Dougald Brown)

Minutes recorded separately.

a) *In camera* item #1: Approval of January 4, 2022 *in camera* minutes.  
(M/S/C, Zak Spelay, Dougald Brown).

b) *In camera* item #2: Review of Leave of absence request.

Committee moved *ex camera* at 7:28pm (M/S/C, Dougald Brown, Wayne Fan)

**10. Adjournment:** 6:59 pm (M/C Dougald brown)

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

# TCE Committee Meeting Minutes – February 7, 2022

## MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE MEETING OF MONDAY FEBRUARY 7, 2022 7:00 – 8:30 p.m., Microsoft Teams

**Chair:** Peter Thorn

**Attendance:** Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Mayada Bahubeshi (partial meeting), Terri Schoembs

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

1. **Call to order:** 7:07 p.m.
2. **Select time keeper**  
Courtney was selected as time keeper.
3. **Welcome and introductions**  
No guests were in attendance so introductions were skipped.
4. **Read CCOC's Anti-Oppression statement**  
Peter read the Anti-Oppression statement. No members had any feedback for the Board on the revised statement.
5. **Adoption of the agenda**  
The agenda was adopted as presented.  
(M/S/C Lisa Hollingshead/Jordan Edwards)
6. **Standing items**
  - a) **Board & committees report**  
Committee members noted that unfamiliar acronyms make committee summaries difficult to understand, particularly if the acronyms refer to in-camera items. TCE staff will remind all departments to avoid using acronyms in the committee summaries document, and include this in the training they are developing for staff who support committees.
  - b) **Department report: No discussion**
7. **Adoption of the Wednesday January 5, 2022 meeting minutes**  
The January TCE minutes were adopted as presented.  
(M/S/C Lisa Hollingshead/ Jordan Edwards)
8. **Business arising from previous minutes**
  - a) **Mural and Public Art Guidelines: second review**



Background: The TCE committee asked staff to create guidelines to assess potential mural and public art projects. The committee reviewed a first draft of these guidelines in November 2021 and provided thoughtful feedback. Staff have incorporated the committee's feedback and are presenting a second draft of these guidelines for approval.

Discussion:

- The section that allows TCE staff to approve new projects without the committee's review, when the timeline does not permit, should be removed. The TCE Committee should be responsible for approving new public art projects.

Motion to approve the Public Art Guidelines as amended.

(M/S/C Jordan Edwards/ Courtney Lockhart)

Motion approved.

## 9. New business

### a) **Social Media Guidelines: expired**

Background: The TCE Committee is responsible for a number of policies and guidelines, including the Corporate and Personal Social Media Guidelines. These guidelines are expired and need to be reviewed and renewed. Staff have reviewed the guidelines and suggested some revisions.

Discussion:

- One member suggested changing the wording from "customers and tenants" to "tenants and (potential tenants)" on page one of the corporate guidelines.
- Staff should rephrase the section about which social media platforms CCOC uses, so that other platforms can be included without the guidelines having to be updated. Generic, all-encompassing phrasing could help here.
- The word "upfront" in section 6 should be written as "up-front".

The committee decided to continue reviewing the guidelines at the next meeting.

(M/S/C Courtney Lockhart/Jordan Edwards)

### b) **Annual General Meeting (AGM) planning**

Background: The CCOC AGM is coming up on Thursday May 19. This is an opportunity for the committee to discuss any AGM themes, event ideas, Annual Report pieces, etc. The 2021 AGM reflection notes are included in the meeting package, and previous Annual Reports can be found [here](#).

Discussion:

- One committee member noted it is better to have themes when the AGM is in person.
- Another member suggested the theme could be the concept of re-birth and re-growth, phoenix rising out of the ashes.
- One member suggested it would be good to try and make the AGM interactive allowing it to feel more social.
- The TCE confirmed that staff are working towards an in-person and online hybrid AGM, but the in-person component will be dependent on safety and COVID restrictions at that time.

c) **Safety Meeting Planning**

Background: The TCE and Rental Committees are having a joint meeting in March to discuss community safety issues. Since the pandemic, COCC has been receiving an increasing number of requests from tenants to respond to the changes in our community. The meeting will start with a panel discussion with community partners to understand the trends in the community, and lead in to a brainstorming session with committee members about what CCOC can do to have a positive impact for tenants, and the community as a whole.

To prepare for the meeting, committee members are invited to send any questions they would like the panel to discuss to TCE staff. Staff will share any questions received with the panel participants before the meeting.

Discussion:

- One member suggested having a discussion on fire safety. It would be great if there was a workshop or a Neighbours network meeting on fire safety.
- A committee member asked if CCOC is going to be organizing any letter writing or communication to respond to the City's lack of action on the trucker convoy and its impact on the vulnerable population in the downtown area (specifically CCOC tenants)?
  - Answered by Board member Courtney: It is hard to say, especially since Sarah Button is slowly transitioning into the director's position. The committee would like to hear the Board's direction and discussion on this at the February meeting. Staff also noted that CCOC staff are responding to tenant needs and concerns as they are received.

**10. Meeting follow up**

- a) What decisions or comments do you need from the Board?
  - i. Will CCOC be taking any action in response to the trucker occupation that is directly impacting some CCOC tenants and properties?
  - ii. Review the newly approved Public Art Guidelines.
- b) Are there any topics from today's meeting that should be on a future TCE Committee agenda?

- i. The AGM – updates on planning and any further opportunities to provide input
- ii. Safety Planning Meeting - March
- iii. Social media Guidelines – second review in April
- iv. Fire safety and a joint meeting with Facilities – to be confirmed

**11. Announcements**

- a) TCE related community activities/events
- b) Upcoming meetings: March 10, April 4, May 2, June 6, July 4, September 14, October 3, November 7, December 5.
  - i. Please note the March meeting will be joint with the Rental Committee to discuss community safety. The meeting date is March 10.

**12. Adjournment 8:30 p.m.**

(M/C Lisa Hollingshead)

# Development Committee Minutes – February 8 2022

## Development Committee

Tuesday, February 8, 2022, 7:00 PM

Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Sarah Gelbard (CCOC Board Member), Alannah Bird, Brent Walden, Ginnig Wong, Mary Huang, Rida Oulhaj, Rod Manchee, Reaz Zaman (CCOC Board Member), James Johnston (Guest), Graeme Hussey (Staff), Mozghan Milkarizi (Staff/Minute-taker).

**Regrets:** Jesse Steinberg (CCOC Board Member), David McCallum, Elliot Sherman, John Kingsley, Natalie Duchesne, Alex Miller (guest), Daniela Veisman (guest), Jessica Wenzel (guest), Jesus Bondo (guest)

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- 1. Call to Order & Anti-Oppression Statement (7:03)**
  - Penny Called the meeting to order
  - Rida volunteered reading Anti-Oppression statement
  - Penny asked attendees to review the Anti-Oppression statement and provide feedback for the next meeting.
- 2. Approval of Agenda & Timekeeper Appointment (Agenda approved by consensus)**
  - Time keeping moved to after anti oppression
  - Rod volunteered to be timekeeper
  - Item 10 A moved to item 8A to accommodate Suzanne’s presentation
- 3. Approval of Regular Minutes (Minutes approved by consensus)**
  - Item #8 had a spelling mistake
  - Last paragraph some spelling mistakes around the term of “Tenants”
- 4. Announcements**
  - Penny announced to renew your membership through CCOC website.
- 5. Declarations of Conflict of Interest**
  - No declarations
- 6. Government Policy & Program**
  - None
  - Graeme explained about the provincial governor report: “Housing Affordability Task Force”.
- 7. Report of Board & Committees**
  - Committee Summaries – **Attached**
    - Committee members expected to read committee summaries
  - CCOC Development Policy Working Group
    - No updates as of February, 2022. Jesse will be dealing with this policy.
- 8. CCOC Development Projects (7:15)**
  - CCOC Forward Avenue Update – **PM report attached**
    - Graeme Gave an intro to the guest about the report, each section of it and what

different colour defines.

- Some key updates were as follows:
  1. CCOC Signed the stipulated price contract with the construction consultant: "McDonald Brothers". The hard costs contract price is \$17,142,701.44.
  2. CMHC has begun the term sheet process. It is anticipated that taking the first draw will be in early- to mid-March 2022.
  3. As for construction schedule, the project experienced some delays due to weather condition. Based on the recent progress claim, the project is ~%14 completed.
  4. Due to significant delays from the City and a lack of assurance that it will be approved, CCOC is proceeding with to term sheet without the City's confirmation of the tax relief. CCOC needs to draw on the CMHC funding to cash flow the project so was unable to wait for the City any longer.
  5. Without the tax relief, CMHC will provide a larger grant portion of ~\$2.16M total. CCOC will have a smaller loan from CMHC.
  6. It is expected a term sheet from CMHC by February 7 and a loan agreement shortly after. These will be approved by CCOC Finance Committee.
- Some questions raised following the report:
- Penny asked: what would be the impacts or implications of the property tax agreement on the grants?
- Graeme answered: it would probably lead to the discussion with the city whether we could reduce the rents to the tenants. With the idea that if we do not pay as much property taxes, we will be reducing the rent.
- Penny asked another question following Graeme's reply: would not be in proforma? Would not be in the revenue?
- Graeme answered: no, it would not be in the proforma and this would be kind of the capital summary of the proforma.
- Rida asked: Since the first draw is coming in upcoming March and you are already paying the contractors, have we got any grants, like Action Ottawa or have we been using CCOC equity at this point?
- Graeme answered: there is a lot of different sources of money that we have already had received partial amounts of them, however, there is a contribution of 250,000 of CCOC equity of this total.
- Rida asked if any grant has been received from Action Ottawa.
- Graeme answered that they have had received Action Ottawa grants.
- NCC Lebreton Update – **Verbal report**
  - The last update was that CCOC did not win, and the winner was the team of Multifaith Housing which includes market partner naming "Dream".
  - Cahdco will have a confidential debriefing with NCC sometime around April 2022.

## 9. Report from Cahdco

- Housing Supply Challenge
  - Graeme highlighted that this is part of CMHC program called "Housing Supply Challenge". What we are looking for is coaching and mentoring housing organizations across Canada which are like CCOC wanting to create

more development capacity. Steps taken were as follows:

1. Marketing and outreaching have been done.
  2. Over 30 groups have showed their interests in participating.
- Next steps till June will be working on designing more detailed application to CMHC to refine the idea.

## 10. New Business

(7:33)

### ○ Multifaith Housing Initiative

(7:36)

- Suzanne joined the meeting to give presentation about their experience as client with Cahdco.
- Graeme introduced her to the attendees and after Suzanne started her presentation.
- A recap of her presentation is as follows:
  1. About MHI (Multifaith Housing Initiative): Volunteer Board, Five staff, 9 standing volunteer committees, volunteer teams.
  2. Mission: To provide affordable home space including diversity, and community building.
  3. 179 rental units
  4. Properties: Kent House (Centretown) – Blake House (Vanier) – Somerset Gardens (Centretown) – The Haven (Barrhaven) – Veterans' House (Rockcliffe)
- Graeme asked Suzanne if she could give some updates about NCC Lebreton.
- Suzanne answered: It is 600 units in total and 130 units are theirs. It is net zero and is partnership with "Dream". we want to do community development for all 600 units. We have a community that it has a foundation which will be committed to fund a \$150,000/year for next 20 years.
- Reaz asked a question from Suzanne's presentation if there is an option for indoor community festival room in part of the Barrhaven project.
- Suzanne answered: yes, we have a community room which is a bit smaller.
- Sarah asked about the governance structure and the volunteer groups, how and which ones contribute to development phase.
- Suzanne answered: Our organization really looks like church governance structure which is set up by faith groups. We have different committees including: communications, Housing Management, Property Maintenance team, Resident's Relation, Finance, Community Engagement etc. We are pulling the board members out of committee and more tenants are getting involved. We have faith group that take lead on different events.
- Mary asked two questions about the timeline for the flats and the second question was that why for Veteran's house project, the number 40 was picked for units? She added, since Suzanne mentioned there was a reason behind that.
- Suzanne explained the timeline for the first question: They hope to break ground in January 2023, and then will be doing the red tab of the first building in 2024. Having everyone moved in by 2025. The second building will be completed at the end of 2025.
- Suzanne answered the second question around Veteran's House by remarking that the numbers for homeless veterans became in quite large and they wanted to have

impact on the issue. She also added based on Graeme's advice, they needed to go bigger in order to be more sustainable and the project work financially.

- Suzanne left the meeting at 8:10.
- Penny suggested to take a break and all attendees came back again at 8:16.
- New Staff Hiring – **Verbal report**
  - Late, last year, a second Senior Project Manager was hired. Cynthia was promoted to that role.
  - Paige, the previous Project Coordinator, filled the Vacancy of Cynthia's role by promoting to the Project Manager role.
  - This promotion left another vacancy for Paige's role. Aisha, one of the interns filled her role and became a Project Coordinator.
  - Graeme updates group that they are hiring two interns over the summer.

**11. Items for Future Discussion**

- Have cornerstone joining our meeting
- Policy working group

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

None

**“Introduction round table started at 8:25”**

**13. Approval of In-Camera Minutes – (Approved by consensus) Presented January 11, 2021**

- **MOTION:** moved in camera (m/s/c/Rod/Alannah)
- **MOTION:** moved out of camera (m/s/c/Rod/Alannah)

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

The meeting was adjourned at 8:46.

**Next Development Committee Meeting: Tuesday, March 8, 2022 (TBC)**



# 159 Forward Ave

## Monthly Project Report



**Date:** 27 January 2022

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

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

**Re:** **February 2022 Project Report**

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

CCOC signed the stipulated price contract with MBC. The City was unable to approve the tax relief in time, so CCOC is moving forward with the term sheet from CMHC that will have a higher grant, lower financing, and DCR of 1.10. See appendix for recent site photos.

### **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 site was mobilized October 2022. Construction is to take 18 months. Rent up will likely begin in April of 2023.
- **We received the stipulated price contract. The hard costs contract price is \$17,142,701.44.**
- CMHC has begun the term sheet process. We anticipate taking our first draw in **early- to mid-March** 2022.
- We received our building permit on November 25. This allowed us to request our 2<sup>nd</sup> milestone payment from Action Ottawa. **Our next Action Ottawa milestone payment is expected in June/July as it is tied to our progression of construction.**
- **The snowstorm on January 17 caused delays on-site. For example, masonry work was delayed because the site heaters could not sufficiently heat up the site, especially after -30 nights.**
- **According to the most recent Progress Claim, the project is 13.7% completed.**

## Project 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**. This is necessary to draw on the CMHC funding and financing.
  - **CCOC is proceeding with to term sheet without the City's confirmation of the tax relief** due to significant delays from the City and a lack of assurance that it will be approved. CCOC needs to draw on the CMHC funding to cash flow the project so was unable to wait for the City any longer.
- **Without the tax relief, CMHC will provide a larger grant portion of ~\$2.16M total. CCOC will have a smaller loan from CMHC.**
- **We are expecting a term sheet from CMHC by February 7 and a loan agreement shortly after. These will be approved by CCOC Finance Committee.**
- 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 **1.10**.

PROJECT COSTS	Total
Land Costs (Value + Closing Costs)	\$ 2,684,516
Hard Costs	\$ 17,174,201
Soft Costs (Including Financing)	\$ 1,504,514
Contingencies	\$ 1,877,622
HST (Including NP Rebate)	\$ 544,157
<b>Total Project Cost</b>	<b>\$ 23,785,010</b>
SOURCES AND USES	Total
Action Ottawa Additional Units + Top Up	\$ 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	\$ 2,165,297
Section 37	\$ 226,200
CCOC Equity	\$ 250,000
City Land Contribution	\$ 1,700,000
CMHC Co-Investment Financing	\$ 10,673,418
FCM Planning Grant	\$ 25,000
FCM Financing	\$ 0
<b>Total Sources</b>	<b>\$ 23,785,010</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 (\$)
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
2	COVID-19 Pandemic	Delays in approvals, funding, and/or construction	Delays in 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)
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> <li>• <b>Proceed with the term sheet; the City is unable to give assurance of the tax relief.</b></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

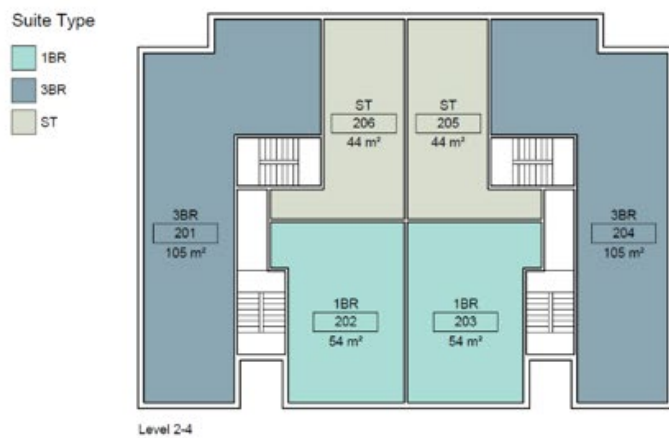


Figure 1.

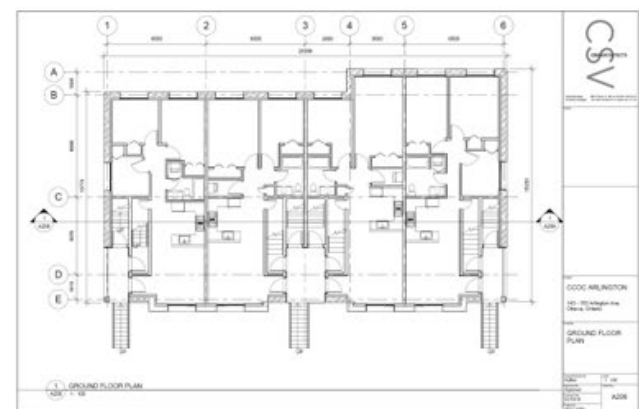


Figure 2.

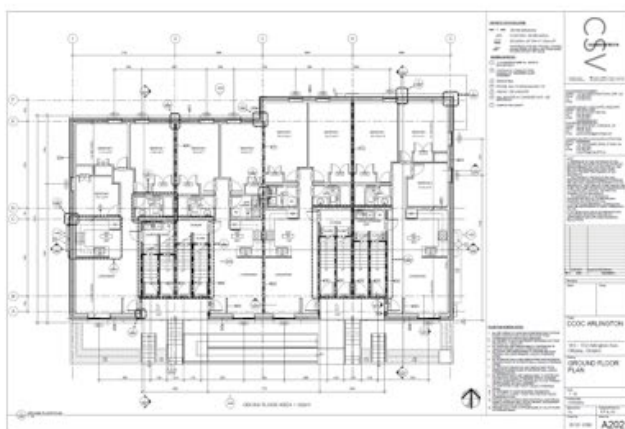


Figure 3.

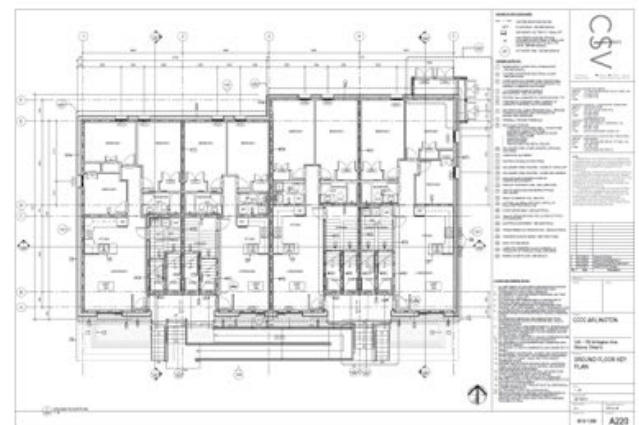


Figure 4.



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# Rentals Committee Minutes – February 10, 2022

## Rental Committee Meeting

February 10, 2022

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

**Regrets:** Dahlya Smolash, AnaLori Smith, Alisher Perez, Cynara Desbarats

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

Call to Order: 7.05 p.m.

### 1. Call to Order and Anti-oppression Statement

2. **Acceptance of the Agenda.** The agenda was accepted as presented. Helena volunteered to be timekeeper.

3. **Adoption of the January minutes:** adopted as written.

4. **Safety Planning Meeting:** Fran reminded everyone about the joint meeting with TCE and community partner panellists next month to discuss community safety issues. Committee members are invited to send any questions they would like the panel to address to Fran or Linda by the end of the month. TCE committee members will do the same. We will forward all questions to the panellists, but if there is a large number of questions, they may not be able to address all questions within the hour. Kerry discussed the changes she has seen living right on Bank Street, and how this has affected community safety.

5. **2021 Statistics Part 2:** Fran reviewed data covering high-level highlights:

- **Arrears:** We looked at graphs showing 2019-2021 arrears in three ways: total arrears, past tenants only, and current tenants only.
  - 2019 (pre pandemic) highest month for arrears was January – all months were below \$80,000 owing and most were below \$60,000 owing
  - Starting in April 2020, arrears climbed and stayed high through the rest of 2020.
  - In 2021, arrears climbed to record highs of almost \$120,000 before starting to return to more normal levels by Q4 of 2021
- Fran reminded the committee that some of this is that CCOC decided to take a softer approach to rent collections due to the pandemic, there were also periods of time in 2020 when the Landlord and Tenant Board was not hosting any hearings and there was a freeze on evictions. A few households stopped paying rent for months and that led to larger arrears totals. Some households had balances over \$10,000 by the time we started to apply for hearings toward the end of 2020. In 2021, the LTB hearings restarted; however, there was a backlog of hearing requests so it took until spring 2021 for some of the households with the largest balances to see a resolution.

- **Collections:** In 2021, Lisa and Louis started tracking outstanding balances at the beginning of the month and the end of each month. This data shows the impact of their work - follow-ups calls and emails to tenants – to reduce balances.
- Bad debt recovery from 2019 to 2021

Year	Annual Budget for Bad Debts	Amount written off in Bad Debts	Amount recovered from past Bad Debts	Amount of Budget Used
2019	\$59,160	\$41,489.37	\$20,050.09	\$21,439.28 (35%)
2020	\$57,807	\$36,072.64	\$13,248.44	\$22,824.20 (39%)
2021	\$103,026	\$60,099.46	\$29,924.09	\$30,175.37 (29%)

- We started offering e-transfers as a method of payment during the pandemic. This has lowered the number of returned payments from the bank due to non-sufficient funds. It has also added work in applying these payments to tenant accounts. In 2021 CCOC processed 4825 e-transfers.
  - Dougald asked for more information on this payment method, it is a secured funds payment which has resulted in fewer insufficient funds charges to tenants. Members discussed the payment methods available and suggested that we regularly remind tenants of the variety of payment methods.
- **Legal Notices:** Fran reviewed data for behaviour-related legal notices – N5 notices for substantial interference. We have some data on these notices back to 2007, but more detailed data starting from 2018.
  - In 2021, there were 14 N5 notices active. This number is lower than the previous four years, but the incidents were more serious.
  - The landscape of the Landlord and Tenant Board is much more unpredictable so the threshold of evidence needed in order to proceed to legal action is higher.
  - The impacts from the operational changes at the LTB and with legal cases being more serious and complex, all has an effect on the Rental team.

**6. History of Rent Setting at CCOC:** Fran ran through a recap of Ray Sullivan’s slide show from last year on the history of rent setting at CCOC. We reviewed break-even rents vs market rents, the way that our market rents had not kept up with market rents by the time we were renting up Beaver Barracks. Expenses are growing faster than revenues. We don’t want to do above-guideline increases to current tenants. Increasing apartment rents on turnover is a tool to help address some of these issues.

**7. Discussion on Setting Turnover Rents:** Fran proposed introducing a new layer to setting turnover rents – rentability (how easy they are to rent). Fran and Rental Officers reviewed all buildings and apartment sizes and scored them red, yellow, or green with regard to how easy they have been to rent.

- At buildings and apartment sizes that are rated red, we increase turnover rents by the rent review guideline of 1.2% to keep pace with current tenants or hold at the current turnover rent if no one is paying that rent yet. [10% of units are rated red]
- At buildings and apartment sizes that are rated yellow, we increase the turnover rents by 1.5% to 2% (depending on Average Market Rents) [42% of units are rated yellow]
- At buildings and apartment sizes that are rated green, we continue our strategy of aiming to stay within 90-95% of AMR by zone. [49% of units are rated green]

Some apartments have been harder to rent than others, for example 2 bedroom apartments. We are waiting on the CMHC Rental Market Report to see what is happening in the broader market, and so this proposal is still very tentative at this point. Rentability should help blend data from CMHC with our



knowledge of our own product. Fran will be consulting with more groups and this will come back to committee for more conversation.

- Dougald discussed the discretion to re-evaluate throughout the year. Fran agreed that we should check in with Rental Officers again around June to see if things have changed.
- Sandy discussed market trends could change, and that the impact of the pandemic will not be here forever. Fran explained that turnover rents are evaluated every year, so at most, the turnover rents we set this year will be in place for one year.

**8. Review Rent Incentives Policy:** Staff are authorized to offer an incentive equal to one month's rent under specific conditions. The committee was not reviewing the entire policy, but specifically the use of the term "incentive". Members discussed the wording. Chris shared that in looking externally at the market, the term "incentive" is widely used. It was decided Rentals will continue to use this term.

- a. Fran reviewed the criteria and how many incentives we've applied since 2021. The total number so far is 6 – and all 6 have been applied to 2-bedroom apartments.

**9. Announcements & Updates:**

- a) **Staff Updates:** We reviewed who has joined or left the CCOC team.
- b) **Taiga update:** The amalgamation is official; Allison is working on annual renewals. Louis has mailed out rent receipts to all tenants; tenants are now paying CCOC directly and can take advantage of e-transfer as a method of payment. Kerry shared that at least one Taiga tenant wasn't aware of the options available for rent payment.
- c) **Forward update:** construction is moving along.
- d) **Sharing back from last month's Board meeting (Chris):** There are 2 new Board members Reaz and Soraya. TCE will be conducting some survey work.

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

- a) **Vacancy & Turnover Reports:** Reviewed.
- b) **Accounts Receivable Stats:** Reviewed.

**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:** Remember to send questions for the joint meeting by the end of the month.

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

March 10<sup>th</sup>, April 14<sup>th</sup>, May 12<sup>th</sup>

Adjournment 8.40pm

# RENTAL DEPARTMENT REPORT

## Reporting on: January 2022

<b>CCOC Units Rented by Source &amp; Move Outs by Month</b>													
Source / Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
<b>Total Units Rented</b>	<b>8</b>												<b>8</b>
Transfers (includes Overhoused)	2												2
Registry Waiting List	3												3
Referrals	1												1
Insitu MR to RGI	0												0
Websites/ Social Media	2												2
Former Tenant	0												0
<b>Total Move Outs</b>	<b>12</b>												<b>12</b>
<b>Monthly Vacancy Rate</b>	<b>1.54</b>												<b>1.54</b>
<b>Benchmark 1:</b> units rented should equal number of move	<b>4</b>												<b>0/12 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.9%)	<b>2.36</b>												<b>1/12 months</b>

### 1. Vacancies & Turnovers:

January Move Outs: 8

February Move Outs (anticipated): 12

March Move Outs (anticipated): 4

As of February 3, 2022, the CCOC vacancy rate is 1.5% with 26 empty units in our 1688 “rentable units”.

### 2. N5's & Evictions January / February:

- There are still 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.
- We will be serving a first N5 to a third household this month.
- No N5 notices were served and no hearings took place for Taiga.

**RENTAL REPORT: VACANCIES AND TURNOVERS**  
**February 2022 MEETING (data as of Feb 3, 2022)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0039	606	415 Gilmour	2	\$1,214.00	\$ 1,600.00	2021-08-31	2021-09-30	future	move in Feb 25
0035	111	35 10 Stevens	2	\$1,029.00	\$ 1,120.00	2021-11-15	2021-12-15	future	app in progress
0006	149	6 143-153 Arlington	2	\$1,580.00	\$ 1,640.00	2021-11-30	2021-12-30	current	moved in Feb 1
0042	700	42 Taiga 2100 Scott	3	\$1,048.00	\$ 1,480.00	2021-11-30	2021-12-30	future	move in Feb 15
0042	303	42 Taiga 2100 Scott	2	\$ 970.00	\$ 1,250.00	2021-11-30	2021-12-30	future	move in Feb 15
0039	301	415 Gilmour	1	\$ 980.00	\$ 1,225.00	2021-11-30	2021-12-30	future	move in Feb 15
0066	205	66 160 Argyle	0	\$ 845.00	\$ 900.00	2021-11-30	2021-12-30	future	move in March 1
0012a	1-472	Gilmour	1	\$ 950.00	\$ 1,125.00	2021-11-30	2021-12-30	current	move in Feb 1
0037a	201	37 145 Clarence	0	\$ 818.00	\$ 875.00	2021-11-30	2021-12-30	current	moved in Feb 1
0006	151E	6 143-153 Arlington	2	\$1,615.00	\$ 1,640.00	2022-01-14	2022-01-31	current	moved in Feb 1
0020	7	20 298 Arlington	1	\$ 894.00	\$ 1,175.00	2022-01-31	2022-03-02	future	move in Feb 15

**Units re-rented: 11**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0067a	405	67 111 Catherine	2	\$1,520.00	\$ 1,650.00	2022-02-07	2022-03-07	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
0012b	2-390	12 Kent	2	\$1,550.00	\$ 1,550.00	2022-02-15	2022-03-17	0	Notice
0067a	203	67 111 Catherine	0	\$ 843.00	\$ 900.00	2022-02-15	2022-03-17	0	Notice
0022	1107	22 210 Gloucester	1	\$ 940.00	\$ 1,175.00	2022-02-16	2022-03-30	0	Notice
0011	406	11 258 Lisgar	0	\$ 757.00	\$ 900.00	2022-02-28	2022-03-30	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
0067a	401	67 111 Catherine	0	\$ 900.00	\$ 900.00	2022-02-28	2022-03-30	0	Notice
0034	1101	34 264 Lisgar	3	\$1,300.00	\$ 1,600.00	2022-03-31	2022-04-30	0	Notice

0039	706	39 415 Gilmour	2	\$1,215.00	\$ 1,600.00	2022-03-31	2022-04-30	0	Notice
0068	3-200	68 100-200 Victory Gdns Pvt	3	\$1,669.00	\$ 1,670.00	2022-03-31	2022-04-30	0	Notice
0019c	1-135	19 Primrose Duplex and House	2	\$1,097.00	\$ 1,500.00	2022-03-31	2022-04-30	0	Notice
0039	506	39 415 Gilmour	2	\$1,600.00	\$ 1,600.00	2022-04-30	2022-05-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 17**

February Move Outs (So far): 12

March Move Outs (So far): 4

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	156	on web; had an applicant withdraw at move in day
0060	1	140 Bronson	0	\$ 825.00	\$ 825.00	2021-08-31	2021-09-30	156	now showable; will be partner referral
0034	701	34 264 Lisgar	2	\$1,236.00	\$ 1,500.00	2021-09-30	2021-10-30	126	on web, showings but no apps
0022	1102	22 210 Gloucester	2	\$1,133.00	\$ 1,450.00	2021-10-31	2021-11-30	95	on web, showings but no apps
0060	5	60 140 Bronson	0	\$ 760.00	\$ 825.00	2021-11-10	2021-12-10	85	not showable
0040	305	151 Parkdale	2	\$1,600.00	\$ 1,600.00	2021-11-15	2021-12-15	80	not showable
0012a	476	Gilmour	3	\$1,406.00	\$ 1,620.00	2021-11-26	2022-02-01	69	not showable, major repairs
0021	306	21 345 Waverley	1	\$ 976.00	\$ 1,225.00	2021-11-30	2021-12-30	65	on web, showings but no apps
0026	602	26 110 Nelson	1	\$1,080.00	\$ 1,175.00	2021-11-30	2021-12-30	65	on web, showings but no apps
0022	507	22 210 Gloucester	1	\$ 915.00	\$ 1,175.00	2021-11-30	2021-12-30	65	not showable
0034	205	34 264 Lisgar	1	\$ 928.00	\$ 1,175.00	2021-11-30	2021-12-30	65	on offer
0065	310	65 464 Metcalfe	1	\$1,120.00	\$ 1,270.00	2021-11-30	2022-01-29	65	multiple offers
0034	1001	34 264 Lisgar	3	\$1,298.00	\$ 1,600.00	2021-12-18	2022-01-17	47	multiple offers
0064	303	64 54 Primrose	0	\$ 825.00	\$ 825.00	2021-12-31	2022-01-30	34	will offer
0040	210	40 151 Parkdale	2	\$1,181.00	\$ 1,600.00	2021-12-31	2022-01-30	34	will offer
0065	605	65 464 Metcalfe	0	\$ 900.00	\$ 900.00	2022-01-04	2022-03-01	30	multiple offers
0028a	102	28 341 Lyon	0	\$ 825.00	\$ 825.00	2021-12-31	2022-02-28	34	not showable
0022	606	22 210 Gloucester	1	\$1,175.00	\$ 1,175.00	2022-01-31	2022-02-02	3	

0016b	1	16 33 Rochester	0	\$ 767.00	\$ 875.00	2022-01-31	2022-03-02	3	
0037a	311	37 145 Clarence	1	\$ 950.00	\$ 1,175.00	2022-01-31	2022-03-02	3	
0037a	419	37 145 Clarence	0	\$ 875.00	\$ 875.00	2022-01-31	2022-03-02	3	
0039	611	39 415 Gilmour	1	\$ 988.00	\$ 1,225.00	2022-01-31	2022-03-02	3	
0028a	108	28 341 Lyon	0	\$ 751.00	\$ 825.00	2022-01-31	2022-03-02	3	
0017	208	17 170 Booth	1	\$ 985.00	\$ 1,225.00	2022-01-31	2022-03-02	3	
0062a	1134	62 Merivale	2	\$1,119.00	\$ 1,250.00	2022-01-31	2022-03-02	3	
0071	105	240 Presland Rd	2	\$ 926.00	\$ 1,080.00	2022-01-31	2022-03-02	3	

**Empty Units: 26**

# CCOC/CCHC Executive Committee Minutes – February 14, 2022

CCOC/CCHC EXECUTIVE COMMITTEE

## Minutes

7.30pm, Monday, 14<sup>th</sup> Feb, 2022

**Present:** Chris Yordy (Chair) Courtney Lockhart, Sarah Button (Staff), Court Miller, Dougald Brown, Norm Turner (Staff)

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

Meeting was called to order at 7.31PM

### 2. Approval of the agenda & time allocations :

Adopted unanimously, with one amendment to add confirmation of Sarah as a signing officer.

### 3. Approval of regular minutes from January 10<sup>th</sup> 2022 (*no in camera*) (5 min)

Chris noted his comment to figure out virtual meeting was intended to suggest that we explore free software just to clarify his comment in the last minutes

Motion to adopt previous minutes with Chris's clarification

Moved: Court

Second: Dougald

Passed unanimously

### 4. Residential Tenancies Act (RTA) Proceedings:

Norm sought permission to file proceedings with the LTB, for 8 specified tenants, it was however hoped that a number of these cases would be recovered by rentals through continued follow up.

Staff also requested support to serve an N4 on a specified tenant. Although this is not the usual process, this particular tenant had already reached out to board members and was likely to escalate matters. The tenant is wilfully withholding rent.

Chris suggested that the board might want a heads up as an FYI.

Court asked whether the tenant was aware of the consequences and it was confirmed that this had been made clear.

Motion: To permit staff to continue to Landlord and Tenant Board with existing N4's if required and to serve the "sensitive" N4

**Moved Court**  
**Second Courtney**

**Carried (Unanimous)**

**5. Executive Director – Welcome Sarah, Sarah's first impressions, on-boarding initial discussion on development/performance measuring process.**

Chris welcomed Sarah, pleased to have her and recognised her contribution to the wider sector.

Sarah said that it was a bit like "jumping the deep end" Almost first task was a councillor and groups meeting to discuss convoy and impacts. Although there is a learning curve, previous knowledge as volunteer has been valuable and she is now gaining an insight into operations.

Sarah said that, she will attend committees and set up listening tour with all staff, discuss hopes, motivations impacts of Covid within the first few months, to help frame strategic planning process. It is hover important to take time to get up to speed

Sarah raised the question of performance measurement/planning and evaluation. Sarah wants to put together a 6 month strategic plan, and collaborate and looking for support on professional development planning.

Courtney supported the idea of planning an ED "road map"

Chris thanked stand in ED's for their work

5.a It was noted that Sarah needs to be appointed as a signing officer for the corporations. A motion to "appoint Sarah as a signing officer for the corporations" was raised

**Moved Court**  
**Seconded Dougald**

Subject to a friendly amendment to confirm that a full board motion was not required (Sarah to confirm)

**Carried Unanimously**

**6. Business Arising:**

a) In Camera Items – No updates this month

(-)

7. Other business:

(40 min)

a) Convoy Protest – Effects on Operations/Tenants /Staff

Norm, gave a report of the various problems that CCOC has faced and confirmed we were maintaining a detailed list at the request of the City. Norm hoped that there may be some compensation at a later date

Courtney was pleased to note that there has been formal approach from city on the issue.

Dougald agreed that it was very wise to keep a record of this issues in case there was some form of compensation from the city.

CCOC, is sending out wellness packages and earplugs and supportive letters.

It was agreed that the board would draft a thank you letter to staff for their hard work especially given the harder circumstances created by the convoy on top of the Covid issues.

Chris asked volunteer to help with a draft – Courtney will connect with Ana Lori with suggestions

Courtney passed on from TCE committee, discussion about a public statement.

Norm urged caution noting that some organizations were delaying until the situation was stabilized given reprisals that have been encountered.

Chris noted a need to balance caution with a need to stand up and be counted.

Sarah that the focus group mentioned that there is a lot of subversion of assistance links on the web, Catherine McKenney had been targeted in this regard.

Norm mentioned we have security patrols held over and visiting buildings in the vulnerable areas, Norm also mentioned alternative security service; “Shield” which currently serves Bytown residents and businesses.

They were introduced to us by Options Bytown and work on a subscription basis. They also have a different resource set to other security firms having mental health training and links to shelters.

The committee agreed that this was interesting and look forward to hearing more.



- a) **Reminder to reach out to networks and groups to support Nominations Committee and advise Hannah of places to publicize.**

Norm advised that this was just a request for people to let Hannah know of connections or networks where we could put out a call for people who might be interested in becoming Directors.

- c) **Require a motion “ To direct staff to pursue such funding as may be available through the 2022 COCHI,HHIP and Ontario Renovates Programs”**

Norm advised this is required to satisfy one of the requirements of the COCHI funding there may be more detailed items to approve later however, this general motion would be useful if there is any last minute funding which proved to be the case last year

Moved Court

Seconded Dougald

Carried Unanimously

- d) **Suggestion by Sarah to move Executive Committee to a 7 PM start to align with other committees**

Agreed by consensus

- e) **Succession discussion for Executive Committee . A flag to get people to think about their terms and desire to continue.**

Sarah led the discussion, with the AGM approaching that we should think about any succession issues that might affect the Exec. Committee.

Court, Courtney and Chris are early in their terms and occupy Board positions that make them Exec members by default.

One member stated that they had not decided yet on their involvement beyond the AGM.

## f) Rental Committee Update

Chris advised that our arrears position is getting better and that opening after the pandemic spike seemed to be helping. Sarah mentioned that Fran had a very good presentation on arrears and evictions which might be good to bring to Exec or the Board.

### Board Agenda Planning:

- “All purpose motion”

Norm led a discussion on the need for a standard direction to staff to discharge statutory remittances and possibly government reporting. It was generally felt that reporting was ok in the hands of staff. However Dougald did agree that statutory remittances should probably be looked at as they were one of the few circumstances where Directors could be held personally responsible and that many boards had this protection in place.

Dougald agreed to draft something for next executive

### Future Board Work:

- Committee to help on-board ED
- Evictions process from AROC lens
- Data and privacy

## 8. Adjournment 8.59 Moved Courtney

**Next meeting: March 14th, 2022 7.00 PM**

# Facilities Management Committee Minutes – February 16, 2022

## Facilities Management Committee Meeting Minutes Wed, Feb 16, 2022

**Participants:** Penny McCann (Chair), Kevin Judge, Rida Oulhaj, Ronald Hoffman

**Guests:** Mary Huang (1<sup>st</sup> meeting)

**Regrets:** Mayada Bahubeshi, David McCallum

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

1. **7.pm Call to Order:** 7:09PM
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.

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

4. 7.20 Membership Renewal Reminder

**Discussion:** Membership renewal link can be found on the CCOC website. <https://cchohousing.org/get-involved/ccoc-membership/>

5. 7.22 pm Declaration of Conflict of Interest

6. 7.25 pm Approval of meeting minutes from January 2022

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

7. 7.35 pm What decisions or comments do you need from the Board? – none 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

**Discussion:** Forward project is on the move. The tenant relocation program is a new development project which will be disclosed soon. This program will involve re-constructing some of CCOC's smaller, older, and less viable properties. The locations will be kept confidential until the affected tenants are informed.

8.2. Capital Projects Report

**Discussion:** The City of Ottawa are considering significant COCHI funding towards the Lisgar project. A committee member wondered how one lower unit in particular at 258 Lisgar has been dealing with the fog caused by the project. Norm stated that legal action is to be involved.

With the new intercom systems implemented at several CCOC properties, the purpose of locking both the inner and outer front doors is to reduce tailgating. This will contribute to better building security. Norm added that we will be exploring the possibility of adding more fob systems across the portfolio.

Norm provided a brief description of some other capital projects in the pipeline: 520 Bronson – roof replacement, 264 Lisgar – air makeup unit replacement, 147 Hinchey and 341 Lyon – window replacements.

8.3. LTB Status Report

**Discussion:** LTB granted first case another extension of one month.

8.4. Chargeback Report

8.5. Q4 Chargeback Report

8.6. Service Delivery Standards

**Discussion:** A committee member noted the thirty-seven emergency calls not completed on time. Norm clarified that this largely has to do with the timing of the technician closing the work order out. The member suggested that this provides inaccurate information and skews numbers. A guest made a suggestion about including a finer breakdown of service level priorities (90 days or 180 days?).

#### **8.7. Q4 Service Delivery Standards**

#### **8.8. Maintenance Variance Report**

**Discussion:** The redecorating fund is an allocated expense for tenants, who apply to have their unit upgraded (fresh paint, new appliances, new floors etc...). The anticipated start up for redecorating could be this year. A member noted the unfavorable variances for east side elevator services: five year full load test. Norm noted that this could have been missed in the budget or a function of monthly equalized budgeting

Pest Control staff are not charged out on a work order basis yet. A member wondered if there's going to be an over run for the redecorating budget. Norm stated that we likely will not be able to fulfill all redecorating requests, and that the remainder will have to be included in the following year's budget.

Norm noted that vacancy costs is a new addition to the MVR.

This sheds light on units that aren't a quick lock change and sweep but units that need a reasonable level of restoration.

The committee wondered if the vacancy cost captures the time of which the unit is vacant until it is rented. The committee also noted that the vacancy cost number is high, so Norm will be looking into this further with Finance.

#### **8.9. Pest Control Report**

**Discussion:** Bed bug numbers have gone down significantly.

#### **8.10. Jan 2022 turnovers**

**Discussion:** L1: turnover to be completed within two weeks. L2: turnover to be completed within one month L3: turnover that will require more than a month to complete. A member proposed the idea of including property names on this report so that we can see which buildings have higher turnover rates. More discussion to be done with Rentals about pulling this data.

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

### **9. 8.05 Work - plan discussion**

**Discussion:** James and Norm are working on a draft task list. The committee is encouraged to come up with strategic items to add to our group work plan. Some ideas include: more work order statistics, different turnover rates, how to reduce vacancy costs and new development projects. A member suggested that a draft work plan is prepared and reviewed at the next FMC meeting.

### **10. 8.30 PM Directors Summary (verbal)**

- **Taiga Presentation**

**Discussion:** Defer item to next meeting.

- **Convoy Overview**

**Discussion:** CCOC has been logging the effects that the convoys have had on our staff, tenants and buildings. The City is willing to compensate for the additional work the convoys has created. The affects the convoys have had on staff include: difficulty getting around to buildings, feeling unsafe or uncomfortable when downtown (especially in more troublesome areas), staff who live downtown have been struggling while working from home or while in the field and have taken time off to deal with fatigue/stress.

Staff who live over the bridge have had commuting issues. This has made it extra challenging for our on-call staff who are obligated to work late nights while the protests ramp up. Tenants not having a way to come to the CCOC office to pay rent or supply lease documents has slowed down processes for our Rental team. Tenant communications produced by TCE have taken longer than normal to be distributed.

Certain contractors have refused accepting calls in the downtown region: plumbing companies who occupy large trucks/pumps cannot navigate through the protesters, elevator contractors have been prioritizing strictly elevator entrapments, and snow removal has slowed down.

We have noticed an increase in vandalism and trespassing in our buildings. More frequent occurrences of homeless people sheltering themselves in stairwells and lobbies. Increased tenant complaints and a case of protestors being let into a building. Personal Support Workers not being able to reach their clients. Tenants who are moving in or out have experienced significant obstacles.

A committee member added that public parking lots are also being taken over by the convoys.

- **COCHI – 2022**

**Discussion:** At this time, it looks like we have been identified for a number of projects for the COCHI funding. If our estimation is correct, we are looking at over three million dollars of new work. Once Norm has more concrete information provided by the City, this will be shared with the committee.

From the tail end of last year, we were able to secure in the region of \$700K in funding. A member wondered if there is a timeline to have this type of work done. Norm clarified that the due date is December of 2023.

**Other business item:** Green roofs and solar panel retrofit: a member shared that the rooftop at 464 Metcalfe is a green roof and that having this can reduce heat by ~10 degrees. Norm added that solar panels will be implemented at Forward Avenue and other sites for retro fitting would be considered.

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

**11. Adjournment:** 8:47PM

(m/s/c Kevin Judge)

**Finance Committee  
Minutes  
February 17, 2022**

**Finance committee:** Court Miller (Chair), Mary Huang, Wayne Fan, Mary Lynn Brian, David Boushey, Reaz Zaman, Rod Manchee

**Regrets:** Josh Bueckert, Nicole Rogers, Erica Braun, Andrew McNeill

**Guests:** Gil Miranda (1<sup>st</sup> meeting)

**Staff:** Maryse Martin, Arianne Charlebois

- 
1. **Call to order: at 7:04 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, Rod Manchee/Mary Lynn Brian)
  4. **Approval of meeting minutes**
    - Finance meeting, January 20, 2022: approved as amended.  
(M/S/C, David Boushey/Reaz Zaman)  
Wayne Fan abstained.
  5. **Notices/announcements**
    - Merger update, and additional funding under Canada-Ontario Community Housing Initiative (COCHI) Year 3
      - The Certificate of Amalgamation has come through and the merger is now official.
      - The city has covered the additional legal costs for the merger through the COCHI initiative.
      - Overall the professional fees for CCOC and Taiga were around \$60k, all of which were covered through city funding and CHTC. This does not include staff time.
    - Canadian Housing and Renewal Association (CHRA) virtual conference
      - This year's conference dates are April 26-28, 2022.
      - If you're interested in attending please let Arianne know.
  6. **Business arising**
    - Forward financing
      - We are still waiting for the term sheet. It is now expected by end of this week.
      - We were hoping to draw on the fund in March but now it may not happen until April. Maryse

- presented a revised cashflow projection (updated from October 2021). Our cash will be at its lowest in March due to property taxes and the delay in Forward financing. We do have our line of credit to fall back on if needed.
- 2022 Subsidy for the Provincial Reformed Program
    - We received the subsidy confirmation letter for the Provincial Reformed program. The amount for CCOC and Taiga will be \$6,316,073. This represents a \$33k favourable variance compared to the approved budget.
    - Our estimated contribution to capital reserves were higher in the budget than was required. The delta will be moved to the EOA portfolio.
    - The letter also commented that the budget included a projected market vacancy loss higher than the previous 5-year average. However, our budgeted number of \$191k is for the full provincial portfolio including RGI units. In addition, we cannot compare current vacancy levels to pre-pandemic levels.
  - Mary Lynn asked if the property tax projection is based on what we've paid previously, since we recently had our bills reduced. It is based on the final tax bills from the current year, and the reduction was already reflected in the budget.
  - 2021 Maintenance repairs and Capital projects update
    - Deferred due to time constraints.
  - Bad debt write-off and Account Receivable Statistics
    - Deferred due to time constraints.

## 7. Investment Portfolio

- Before the presentation by Encasa, Maryse gave some background information on our portfolio
  - We are required to invest Provincial Reformed program capital replacement reserve funds with Encasa as specified by the Housing Services Corporation.
  - Our capital reserves are mostly funded from our operating surpluses. Starting in the 2030s, our operating surpluses are projected to not be sufficient enough to cover the capital repairs needed, hence the various ongoing initiatives to get additional sources of income.
  - Capital spending over the next 20 years will largely be driven by the Provincial and EOA portfolios. The replacement reserves are required to be fully funded.
  - As of December 31, CCOC had a portfolio totaling \$9.2M, with a mix of Canadian short-term bonds (23%), equities (7%), and Canadian bonds (70%).
  - Of the \$9.2M total, about \$6.3M comes from the Provincial portfolio, \$1.9M from the Beaver Barracks portfolio (this one is directed by Infrastructure Ontario), and \$1M from our unrestricted operating reserve.
  - The portfolio was showing a loss of \$155K as of December 31, the bulk of which was driven by Canadian bonds.
  - Taiga had a portfolio totaling \$576K as of December 31, with 22% in Canadian bonds, 38% in equities, and 40% in Canadian short-term bonds. Taiga saw a gain of \$25K as of December 31, largely due to the equity investments.
  - Encasa is recommending the Income & Growth Model portfolio in order to increase the equity % of our holdings and partially offset the poor performance of the bond funds. Encasa based this recommendation on discussions with Maryse, risk question responses, Know Your Client form details, and review of the financial statements and capital plans



- provided.
- It's worth noting that CCOC's risk capacity is currently higher than its risk tolerance. As per our investment policy, funds are to be managed on a conservative basis with a primary objective of preserving the capital value of the portfolio, and generate where possible an annual return in excess of the rate of inflation.
  - Sean Elbourne and Stephen Chartier, Investment Funds Advisors from Encasa Financial, gave a presentation on Encasa and our investment portfolio.
  - Encasa only offers three fund options: the Canadian Short-Term Bond Fund (low risk, short term), Canadian Bond Fund (low risk, medium term), and the Equity Fund (medium risk, long term). Over a 10-year period, the Canadian Short-Term Bond Fund had a rate of return of 1.5%, the Canadian Bond Fund had a rate of return of 2.7%, and the Equity Fund had a rate of return of 10.3%. Clients are encouraged to diversify between these funds.
  - Encasa stresses the need to invest to maintain and grow capital, especially in the current context of rising inflation that significantly impacts purchasing power. The inflation risk is even higher for housing and the construction sectors. A \$100K capital today will be equivalent in buying power to \$29K in 30 years at 4% inflation. As a reference, the current inflation exceeds 5%.
  - Mary pointed out that interest rates are at historical lows and expected to increase, and historically when interest rates rise, bond prices fall. She asked Sean and Stephen to comment on this. Stephen responded that since this increase is expected, the bond funds have been adjusted accordingly. What would affect the bond fund more significantly would be an unexpected increase in interest rates. For this reason, Encasa encourages clients to focus on the long term rather than try to change funds to play the market short term. Typically, the return is lower on bonds as the risk is low compared to equity.
  - Mary Lynn asked who are the asset managers, as well as how Encasa is licenced. The asset managers are Addenda Capital and Genus Capital Management. Encasa is licenced through the Ontario Securities Commission (OSC) and the advisors are all licenced through the Mutual Fund Dealers Association of Canada (MFDA).
  - Mary Lynn asked if Encasa is planning to expand their offering beyond just three options, and what they're doing for downside protection in this environment. Sean responded that Encasa doesn't have the scale to offer more options at the current time. The Encasa Board is doing strategic planning to see if they can expand their offering.
  - Mary Lynn asked how often Encasa will check back in with CCOC to re-evaluate their recommendations for us. In terms of setting a future schedule, they would like to check in at least once a year. Mary Lynn would like to see Encasa checking in when the portfolio is sliding, and would rather pay more fees if it meant having advisors be more involved. She would also like to see Encasa checking in directly with the Director of Finance and the Finance Committee.
  - Wayne echoed Mary Lynn's concerns about not having options in between bonds and equity.
  - Stephen suggested that in the absence of in-between portfolio options, CCOC can change their allocations to each of the three funds, and presented the returns over time for different portfolios with different asset mixes.
  - Mary Lynn noted that recovery from years with poor performance takes much longer in bonds than equity.
  - Sean presented the account performance for CCOC and Taiga.
  - Wayne asked if the advisors have any thoughts on the correlation between bonds, interest

rates, and the housing market. As the interest rates are low, housing prices tend to increase. Mary Lynn added that our large investment in real estate is an unrealized gain since we don't sell our buildings and have a mandate to maintain and create affordable housing.

- Rod added that as a non-profit corporation, if we dissolve our net assets the proceeds will go to the Crown.
- Stephen asked if there was a consensus among the committee about a required rate of return. The committee will be discussing this after the presentation.
- After the presentation, the committee discussed the recommendation from Encasa. Maryse asked the committee about their risk tolerance and the portion of the portfolio we would like to invest in equities.
- Housing providers within the Provincial portfolio are forced to invest with Encasa, but we don't need to keep the rest of our portfolio with them. We could move the \$1M tied to our unrestricted fund.
- Rod asked the committee to consider what our goal is – to keep the real value of our investment constant, or to grow it?
- With current inflation rates, we would need to move to at least the Income & Growth portfolio just to maintain the value of our investment. Mary Lynn believes we would do better to move further, to the Balanced portfolio (20% Canadian short-term bonds, 30% Canadian bonds, 50% equities). However, we need to be mindful of CCOC's risk tolerance given its mandate and stewardship of social assets. Wayne agreed with this assessment.
- Court asked Maryse's opinion of which portfolio would be best. She believes that the Balanced portfolio would be best, but given the Investment Policy's conservative aim, we may want to go with the Income & Growth model portfolio. Clarity on the risk tolerance from the Committee and the Board would be helpful in defining the most suitable asset mix for us.
- Given the in-depth discussion needed for this, the committee will not make a decision tonight and will continue this conversation in March.
- Mary Lynn offered to ask another advisor to come to a future meeting and give an information session on other investment options for the unrestricted funds. Mary Lynn will see if he's available to come to the May meeting.

## **8. New business**

- Decisions or comments needed from the Board: none

## **9. Next meeting/deferrals**

- Upcoming meeting schedule:

March 17, 2022

- Q&As with **Fran Childs**, Rental Director
- Development projects update
- CMHC Rental Market report

April 21, 2022

- 2021 Draft audited statements – presentation by Baker Tilly

May 12, 2022 (AGM on May 19)

- Q1 financial update

June 16, 2022

- **Joint meeting** with Facilities Management Committee

July 21, 2022

- **Joint meeting** with Rental Committee

August 18, 2022: Break

September 15, 2022

- Q2 financial update
- **Joint meeting** with Facilities Management Committee

**10. Motion to Adjourn**

The meeting ended at 9:10 p.m. (M/C, Mary Lynn Brian)