

## CCOC/CCHC Board Package: May 25, 2022

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### **To be sent on May 24, 2022:**

Governance Sub-Committee Wrap Up Report

CCOC/CCHC Board of Directors  
**7:00 pm Wednesday, May 25, 2022**

**AGENDA FOR THE CCHC BOARD OF DIRECTORS MEETING**

- |    |  |       |
|----|--|-------|
| 1. | Call to order & Anti-Oppression Statement                  | 5 min |
| 2. | Adoption of agenda   | 2 min |
| 3. | Declaration of conflict of interest                        | 1 min |
| 4. | Adoption of the CCHC Board minutes from April 27, 2022     | 2 min |
| 5. | Business arising from the previous minutes ( <i>none</i> ) |       |
| 6. | New business ( <i>none</i> )                               |       |
| 7. | Adjournment  |       |

## AGENDA FOR THE CCOC BOARD OF DIRECTORS MEETING

1. Call to order 2 min
2. Adoption of agenda 5 min
3. Adoption of the CCOC Board minutes from April 27, 2022 2 min
4. Declaration of conflict of interest 1 min
5. Welcome for New Board Members!
  - a) Appointment of Table Officers (discussion and decision) 20 min
  - b) Posting Board member photos and biographies online (discussion) 10 min
  - c) Board onboarding plans (Sarah - for info) 5 min
- Break** 5 min
6. Time-sensitive Business
  - a) Right to Disconnect policy (for approval) 15 min
  - b) Second Pest Control Vehicle (for approval, deferred from April) 15 min
7. Operational Item Highlights
  - a) TCE updated guideline and policy
    - Personal Social Media Policy – shift to Personnel (for approval) 5 min
    - Corporate Social Media Policy (for info)
  - b) Joint Rentals & TCE safety meeting (for discussion, deferred from March) 8 min
  - c) Governance sub-committee wrap up report (AnaLori - for info) 5 min
  - d) Options Bytown tour - June 13 at 3pm (Courtney L - for info) 3 min
8. Information Items 5 min
  - a) Executive Committee minutes
  - b) Facilities Management Committee minutes
  - c) Rental Committee minutes
  - d) TCE Committee minutes
  - e) Finance Committee minutes
  - f) Development Committee minutes
  - g) Personnel Committee minutes
9. Adjournment - **Next meeting: June 29, 2022**

## MINUTES FOR THE CCHC BOARD OF DIRECTORS MEETING

Wednesday, April 27, 2022

**Present:** Chris Yordy (Vice-President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Soraya Ibrahim, Courtney Lockhart, Penny McCann, Court Miller, Jesse Steinberg

**Staff:** Sarah Button, Tessa Trueman (recorder)

**Regrets:** AnaLori Smith (President), Reaz Zaman

1. **Call to order & Anti-Oppression Statement**  
The meeting called to order at 7:05pm and the anti-oppression statement was read.
2. **Adoption of agenda:**  
The agenda was adopted as presented.
3. **Declaration of conflict of interest:** None
4. **Adoption of the CCHC Board minutes from March 30, 2022:**  
The CCHC minutes from March 30, 2022 were unanimously adopted as presented. (Sandy Hung abstained as she was absent from the meeting)
5. **Business arising from the previous minutes:** None
6. **New business**
  - a. **CCHC Draft Financial Statements for 2021**  
Maryse presented the financial statements for CCHC for the 2021 fiscal year.  
  
Motion: That the CCHC 2021 Year-end Financial Statements presented herewith, incorporating the recommended adjustments, including that an additional \$30,000 be transferred from operations to the capital replacement reserve, and with any required minor amendments, be received and forwarded to the Membership for approval.  
  
(M/S/C, Court Miller/Sandy Hung)
7. **Adjournment**  
The meeting adjourned at 7:12pm. (M/C, Penny McCann)

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

**Wednesday, April 27, 2022**

**Present:** Chris Yordy (Vice-President/Chair), Erica Braunovan, Dougald Brown, Wayne Fan, Sarah Gelbard, Sandy Hung, Soraya Ibrahim, Courtney Lockhart, Penny McCann, Court Miller, Jesse Steinberg

**Staff:** Sarah Button, Tessa Trueman (recorder)

**Regrets:** AnaLori Smith (President), Reaz Zaman

### **1. Call to order**

The meeting called to order at 7:13pm.

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

Requested additions:

- Taiga CHRA presentation
- Second pest control vehicle

The agenda was adopted unanimously as presented with addition of the above items.

### **3. Adoption of the CCOC Board minutes from March 30, 2022**

Sandy is not listed in the regrets.

The CCOC Board minutes from March 30, 2022 were unanimously adopted with the above noted change. (Sandy Hung abstains as she was absent)

The Board requests the in-camera minutes be brought to the next Board meeting.

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

### **5. Time-sensitive Business**

#### **a) Review draft financial statements**

Maryse presented the CCOC financial statements for the 2021 fiscal year.

**Motion 1:** That the CCOC 2021 Year-end Financial Statements presented herewith, incorporating the recommended adjustments, including that an additional \$1,300,000 be transferred from EOA operating income to the EOA capital replacement reserve, and that \$98,000 be transferred from unrestricted net assets to the Other capital replacement reserve, and with any required minor amendments, be received and forwarded to the Membership for approval. (M/S/C, Court Miller/Penny McCann)

The Board reviewed the Directors' liability for statutory deductions.

**Motion 2:** The Board recommends this statement be attached to the minutes for this meeting. (M/S/C, Courtney Miller/Dougald Brown)

## b) Camera Policy

Conversations about cameras in buildings began several years ago but it began anew when we amalgamated with Taiga because they already had cameras at 2100 Scott St.

Two draft policies were created and reviewed by a camera working group, TCE Committee, Facilities Management Committee, Rental Committee, and CCOC staff. Additionally, we got legal input from our Residential Tenancies lawyer.

The Board would be the final decision maker before installing new cameras. The intent is for cameras to be a "last resort" after trying everything else first. Staff are working on a draft checklist to clarify what "everything else" entails.

Discussion:

- Was there a community consultation? If so, who was included? The last time this came to the Board we had asked for more information on the engagement process. This is especially important with regards to our anti-oppression and anti-racism work.
  - Engagement would be part of the "try everything else" checklist. This part is not ready for Board review but can be brought back once it is ready. Since the policies make the Board final decision makers, members would be well-informed of the engagement that was done prior to the camera installation.
- Can we combine this into one camera policy? We have 68 policies as an organization and it's better to keep things together.
- Whenever something comes to the Board, we get costing for the project, but we don't always see the budget impact. Can we get more budget information for things like this? For example, the total cost is "xxx" and here is how we had to adjust the budget to afford this project.
- In the experience of Taiga, what were the tangible results of having cameras?
  - Unfortunately, we did not get this level of detail during the merger. Since we took over property management there, we have already used footage in 2 instances for legal proceedings.
- Anti-oppression language is missing from these policies. Could we send this to Connect2Knowledge (our AROC consultant) for their insights? Sarah will look into this.
- The Board does not feel ready to approve the policy as it stands. Are there any buildings that are eagerly waiting for cameras and will be held up by sending the policy back for further review?
  - There are two buildings that have many tenants requesting cameras. However, we don't want to rush the process since we can't walk it back once we install cameras. In addition, even once these policies are approved, we would not be jumping straight to cameras as we really need

to nail down the checklist of everything we need to try before cameras get installed.

- Since we already have one building with cameras (2100 Scott St), we should at least approve the camera footage access policy so that there is clarity for staff while the rest of the policy is reviewed.

**Motion 1:** The Board directs staff to combine the camera installation and camera footage access policies, add AROC lens considerations to the policies, and provide the guidance/report template to the Board for final approval.

(M/S/C, Penny McCann, Erica Braunovan)

**Motion 2:** The Board approves the camera footage access policy as written.

(M/S/C, Penny McCann/Erica Braunovan)

### c) Resolutions for the AGM

The Resolutions Committee reviewed and provided recommendations on 4 draft Resolutions that were presented (details attached).

**Proposed Amended Resolution 1:** That CCOC create a fossil-fuel free transportation strategy that includes bike rooms, e-bikes, and electric vehicles.

The Board recommends this resolution be presented to the CCOC membership at the 2022 AGM.

(M/S/C, Courtney Lockhart/Wayne Fan)

**Proposed Resolution 2:** Client services around capital projects.

The Board does not recommend this resolution be presented at the 2022 AGM.

**Proposed Resolution 3:** Contractor feedback forms

The Board recommends this resolution be presented to the CCOC membership at the 2022 AGM.

(M/S/C, Penny McCann, Court Miller)

**Proposed Resolution 4:** Tenant improvement program.

There was some discussion about this proposal. The Resolution is not ready for the AGM but the Board requests that it be sent to staff of Facilities Management for discussion. Is there a middle ground that would be feasible?

## 6. New Items/Business arising from the previous minutes

### a) Taiga CHRA presentation:

CHRA is having their annual conference this week. As part of our transformation funding, we are doing an information session tomorrow. Message Courtney L. if you want a link.

- b) Joint Rentals & TCE safety meeting** (for discussion, deferred to May due to time constraints)
- c) Forward Financing:**

CMHC needed documents last minute and we were unable to get those documents signed by the City in time. This means the first draw will be May 12. Interest rates have gone up again, so they updated our loan and grant amounts to compensate once again (3.42 million grant, 9.41 million loan).
- d) Anti-oppression statement:**

The anti-oppression statement went around to all the committees again. The main feedback was that the language is a bit complex. We are drafting a new version with more plain language. It will come back to the Board when it is ready.
- e) TCE updated guideline and policy** (for information and approval – deferred to May due to time constraints)
  - New Guideline for Public Art (for info)
  - Personal Social Media Policy – shift to Personnel (for approval)
  - Corporate Social Media Policy (for info)
- f) Second Pest Control Vehicle** (deferred to May due to time constraints)

## **7. Information Items**

- a)** Executive Committee minutes
- b)** Facilities Management Committee minutes
- c)** Rental Committee minutes
- d)** TCE Committee minutes
- e)** Finance Committee minutes
- f)** Development Committee minutes
- g)** Personnel Committee minutes

**8. Adjournment** – The meeting adjourned at 9:30pm. (M/C, Penny McCann)

Thank you to all Board members, especially those for whom this was their final meeting!

**Next meeting: May 25, 2022 (there is also a very brief meeting after the AGM)**



# RIGHT TO DISCONNECT POLICY

**Centretown Citizens Ottawa Corporation (CCOC)** is committed to taking every precaution reasonable in the circumstances for protecting the health and safety of workers, as required by the *Occupational Health and Safety Act*. This includes workplace hazards associated with an employee’s mental health.

**CCOC** is also committed to providing a supportive workplace that promotes and supports stress reduction and mental health, as well as a workplace free of violence, harassment, bullying, and discrimination, as outlined in our values and Section 18 Employee Safety of CCOC’s Policies of Employment. Additionally, **CCOC** is committed to ensuring that its employees maintain an appropriate work/life balance and fulfill their family responsibilities.

As such, and as an organization of more than 25 employees, **CCOC** has the following policy in place regarding an employee’s right to disconnect from work.

## 1. SCOPE

This policy applies to all employees of **CCOC** as defined in Section 4 below.

## 2. EFFECTIVE DATE AND CHANGES

This policy is effective as of **June 2, 2022**.

If there are any future changes to this policy, the changes’ date will be included in this section.

## 3. APPLICABLE LEGISLATION

[Working for Workers Act, 2021, S.O. 2021, c. 35 - Bill 27](#)

## 4. DEFINITIONS

As defined in the *Working for Workers Act*, “Disconnecting from Work” means not engaging in work-related communications, including emails, telephone calls, video calls or the sending or reviewing of other messages, to be free from the performance of work.

For this policy, “Remote work” means working from home or from another location rather than being required to go to the physical workplace or the employer.

For this policy, “Mental Health” refers to the employees’ state of mental well-being to optimize their total capacity, maximize their abilities, work productively, cope with stresses, and successfully contribute to **CCOC** goals.

For this policy, “Employee” means all employees of **CCOC**, whether their primary work location is in the workplace, at home, on the road, or a combination of any or all the above, whether full-time, part-time, flex-time, casual, fixed-term, on leave, on layoff, suspended, probationary, some students and volunteers.

For this policy, “After Hours Support” means being on-call, on standby, and having to respond to emergencies.

## **5. POLICY**

### *a. Providing Copies of this Policy to Employees*

**CCOC** will provide this written policy to all employees within 30 days of its effective date.

If any changes are made to this policy, employees will be provided with the updated policy within 30 days of any amendments.

In the case of newly hired employees, **CCOC** will provide a copy of this policy to them within 30 days of their date of hire.

### *b. Mental Health in the Workplace*

**CCOC** wishes to encourage employees to come forward if they are experiencing any health issues, especially issues related to mental well-being. If an employee feels comfortable doing so, they should talk to their manager/management team and take steps to seek professional help.

Employees should be aware that **CCOC’s** supervisors and leadership team want to accommodate and support them to the point of undue hardship, which can only be considered when adjustments to a policy or practice would incur a financial cost, necessitate outside funding, or create risks to the health or safety of a person.

### *c. Connection and Disconnection Expectations*

#### **i. Email**

**This Section (5(c)(i)) DOES NOT apply to Senior Maintenance Worker (when providing After Hours Support), Capital Projects Manager, Building Standards Manager, Project Manager and Senior Project Manager, Operations Manager, Director, Human Resources and Corporate Services, Director, Facilities Management, Director, Finance, Director, Housing Development, Director, Rental Development, Director, Tenant and Community Engagement, Executive Director.**

Employees are expected to follow the below guidelines regarding the use of **CCOC's** email systems. These guidelines also apply if an employee needs to use their personal email in an emergency or an unforeseen circumstance.

Employees are expected to respond to emails during their designated working hours only. **CCOC** does not expect that employees will respond to emails during their off-work time, and employees will not be penalized in any way for responding to emails only during their working time.

To ensure that these guidelines are not compromised, **CCOC** needs to know when employees are on work time and when they are not. This means that employees need to notify their supervisor, update ADP Workforce Now, and put on an out-office on their email when they are not working during **CCOC's** core hours of 9:00 a.m. and 5:00 p.m.

**ii. Phone (Personal and Business)**

**This Section (5(c)(ii)) DOES NOT apply to Senior Maintenance Worker (when After Hours Support), Capital Projects Manager, Building Standards Manager, Project Manager and Senior Project Manager, Operations Manager, Director, Human Resources and Corporate Services, Director, Facilities Management, Director, Finance, Director, Housing Development, Director, Rental Development, Director, Tenant and Community Engagement, Executive Director.**

Employees are expected to follow the below guidelines regarding phones to complete their job duties.

Employees are expected to respond to phone calls or text messages only during their designated working hours. **CCOC** does not expect employees to respond to phone calls or text messages during their off-work time. Employees will not be penalized in any way for responding to phone calls and text messages during their working time only.

**i. Other Communication Channels**

**This Section (5(c)(iii)) DOES NOT apply to Senior Maintenance Worker (when After Hours Support), Capital Projects Manager, Building Standards Manager, Project Manager and Senior Project Manager, Operations Manager, Director, Human Resources and Corporate Services, Director, Facilities Management, Director, Finance, Director, Housing Development, Director, Rental Development, Director, Tenant and Community Engagement, Executive Director.**

Employees may use various other means of communication for work such as MS Teams Slack, GoogleChat, Social Media platforms, Zoom etc. Employees are only expected to respond to work-related messages on these platforms during their designated working hours. **CCOC** does not expect that employees will respond to messages, comments, meeting invitations etc., during their off-work time, and employees will not be penalized in any way for only replying to them during their working time.

## 6. GENERAL GUIDELINES

### i. General Email Guidelines

- Employees should use company email systems primarily for business purposes.
- All email usage must be by routine business procedures and relevant to job duties.
- **CCOC's** email addresses or systems may not be used to create, distribute, or access any offensive or illegal material, including but not limited to material containing offensive remarks regarding gender, race, age, sexual orientation, or religious views.
- Personal use of company-owned email addresses and systems should be minimal and incidental.
- Commercial and business-related uses of company-owned email accounts or systems not relevant to **CCOC's** business are prohibited.
- Emails received at **CCOC's** email addresses may not be automatically forwarded to email addresses not owned or maintained by the company unless approval is granted by their supervisor or delegate.
- Creating or forwarding chain or joke letters from company email addresses or systems is not allowed.
- **CCOC** may not continuously monitor all email activities, although it reserves the right to do so.

### ii. Out of Office (email)

Employees are expected to regularly update their out-of-office automatic emails to communicate the most up-to-date information to those emailing them outside their work hours.

### iii. General Phone Guidelines

The following are the basic principles for proper employee cell phone use during work hours **CCOC** per Section 15.4 Cell Phone Policy and Procedures Cell phones should not be used in general when they may constitute a security or safety concern or when they distract employees from work responsibilities:

- Cell phones should never be used while driving.

- Never use a cell phone when operating heavy machinery.
- Cell phones should not be used for non-work-related internet browsing or gaming during working hours.
- Cell phones should not be used to record sensitive information except on CCOC designated software (i.e.: Yardi, ADP, etc.) or email. All photos of rental units or facilities should be saved in their applicable folder and deleted from camera device storage or gallery and backups (i.e.: Google photos).

**CCOC** recognizes that cell phones are valuable tools for our employees. Thus, we encourage employees to use cell phones in the following situations:

- Making or receiving work calls in office, as applicable.
- Work-related communication, such as text messaging or emailing away from the main office
- To plan and keep track of appointments.
- To conduct work-related research.
- To keep track of job assignments.

If a colleague communicates with an employee on their cellular phone during off-work hours, employees do not need to answer or reply until they are within their working hours the following business day.

Employees are encouraged to turn off cell phone notifications when away from the office.

*iv. Out of Office (phone)*

Employees are expected to regularly update their Office extension voicemail with their expected schedule to communicate the most up-to-date information to those calling outside of their work hours. Include if applicable.

## **7. RESPONSIBILITIES**

Employees are expected to:

- Follow the guidelines outlined within this policy, such as notifying management and using applicable technologies to notify internal and external parties when they are off duty
  - Otherwise, be working during the times set out in their employment contract, taking breaks as outlined in their employment contract and their core policies
- Not pressure fellow employees for taking the downtime afforded to them by law
- Speak to their leader/manager if they have any concerns about their mental health and their right to disconnect from work

Supervisors/managers are expected to:

- Respect an employee's off-duty time and not expect that an employee will respond to a request on their off-duty hours
- Compensate employees for any work completed outside of their on-duty hours, as outlined by the hours of work legislation in Ontario's *Employment Standards Act*
- Provide support as needed to employees who come forward with concerns regarding their mental health and right to disconnect

## **8. COMPLAINTS**

Employees who have concerns about their supervisor/manager respecting their time away from work should first speak with their supervisor/manager to resolve the issue. If the problem cannot be resolved at this level, employees are directed to bring the case forward to the Director of Human Resources & Corporate Services or their designate.

## **9. UPDATES TO THIS POLICY**

CCOC reserves the right to update or amend this policy in its sole discretion and based upon its operational needs.

This policy may be updated or amended based on direction from the Government of Ontario.

## **10. RETENTION**

CCOC will ensure that copies of this policy, including any subsequent revisions, are retained for three years after the policy ceases to be in effect.

## Pest Control Business Case For In-house Operation

### Confidential for internal use only

#### **Summary**

The purpose of this document is to support our in-house integrated pest management process which replaced contracted services.

The recommendation for this change is intended to improve service quality, speed of service and outcomes.

The request is for a second pest control vehicle to better enable our existing 2 pest technicians, increase the quality of service to our tenants, and improve outcomes by significantly decreasing turn around time.

Another benefit would include an increased ability to perform regular proactive building sweeps.

Additionally, having another equipped vehicle would, in some circumstances, allow technicians to treat found issues “on-the-fly”, rather than scheduling inspections and treatments on separate dates.

Decreased time constraints upon the technicians is another expected benefit. Although overall service calls per day would increase, service calls per technician can be expected to decrease. This better enables technicians to respond to unforeseen situations and demands. Improved communication can also be expected as technicians would have more latitude to spend “quality time” with tenants explaining good prevention/preparation measures, extermination methods & tactics, post treatment expectations, etc.

Recent and planned improvements to administration will provide an opportunity for the technicians to concentrate more time on actual work in the field (inspections and treatments) and will result in better outcomes if appropriately resourced.

Finally increasing capacity would support precautionary examinations (and treatments where indicated) during apartment turnovers.

#### **Current Success of Program**

The program since launch has proved to be quite successful, staff retention was an issue last (2021) summer but since the department has been fully staffed the overall pest count reduced from 7% (all pest types) to 4% (Oct 2021 to Jan 2022).

#### **Problem Statement**

Currently using one vehicle staff can carry out visits in the 15 to 30 per day range. The higher end would be all inspection work in building sweeps. The lower end would be a mix of some inspections and some treatments.

Typically, inspections happen within a one-week time frame although treatment scheduling is usually 3 weeks from initial report.

Although staff can carry out inspection work using their own vehicle, or in better weather scheduling a walking route, the need to share one mobile base and resource seriously hampers efficiency and efficacy.

Also affecting response time and efficient service is that requests are rarely neatly grouped, and can be at different ends of the city.

### **Analysis of Problem Statement**

With pest control, assuming treatments are correctly conducted, the largest determination of a successful outcome is the speed of treatment. German cockroaches can have over 100,000 offspring in a year. A single pregnant bed bug can turn into 8000 breeding adults within six months, with tens of thousands of juvenile bed bugs.

Pest experts typically recommend that a treatment be applied within two weeks of reporting for the best outcome.

Currently our team can only promise 3 weeks average turnaround (without proactive work such as information sessions and whole building sweeps).

Resourcing for normal levels of service (or what passes for normal) leaves no resilience in the system for abnormal situations. As an example, cockroach numbers always balloon in summer.

### **Desired Outcome and Benefits**

A second vehicle will not double capacity, as the pest technicians still have many additional non-field work to carry out. However, the following benefits are a reasonable expectation:

- Reduction of wait time to 2 weeks from 3 on average (assuming 1.5 minimum increase in service)
- Ability to administer no -prep treatments (especially cockroach) at the time of inspection
- Ability to do building sweeps without impacting normal service
- Improved face-to face communication with tenants
- Ability to scale appropriately for additional demands (cockroaches during summer)
- More aggressive approach to turnover units
- Reduction in subsequent visits
- Greater latitude to focus on potential prevention and improvement initiatives (tenant outreach projects, industry research, new product & tactic experimentation, expanding service to include wildlife, etc.)

Additionally, the original business case benefits would also be amplified:

- Fewer cases and hence lower overall infestation rate



- Shorter duration of cases
- More intense treatment hard-core difficult to resolve cases
- Proactive prevention
- Precautionary treatment on turnover
- A model that could create a revenue generation opportunity (consultancy and admin, not treatment) through a shared service model
- Reduction in N5's for pest related issues (last 5 years of 34 N5's issued by the maintenance dept approx. 70% had a pest related element)

### **Quantative reasons for developing an in-house pest control approach**

The budget estimate to include a coordinator but excluding canine services for external pest control is in the region of:

**\$258,000**

This assumed approximately 1400 treatments annually. It has been the practice in the past to add an additional technician over the busier summer months. There was however no "success bonus" built in to this approach as the cost was s fixed regardless of outcomes.

#### **The in-house cost estimate:**

**The inhouse cost of pest control is reported at around \$184,000 so even adding a second pest control vehicle at a cost of**

\$7,092 – lease payments

\$1,500 – gas (this might be low with increasing gas prices)

\$4,137 – insurance

4,140 – retrofitting van

\$12,729 total (plus on time fitting out cost est \$4K)

There is still a significant saving over the outsourced target of around \$50,000.

Given however the current financial concerns in a budget constrained year it is preferable that some level of cost neutrality is achieved.

The benefit of increased resource in this instance is two-fold one is to reduce the number of calls required to cure, which based on an assumed caseload of 850 treatments being reduce from 2.5 treats on average to 2.25 to cure would mean a reduction to something in the region of 765 at a cost of at least \$75 per treatment (inspections being cheaper) would provide a saving of around

\$6,375 pa

Further at any one-time unit turnovers for 2 -3 units are impact by pest control issues. If just one of these units a month can be not delayed by proactive treatment, then at least a further

\$12,000 pa could potentially be shaved from the vacancy loss.

This will offset the additional cost of the additional vehicle.

Staff are currently developing a business case for an additional admin member which will also reduce the admin time spent by the techs so the increase in productivity in that instance could in fact be increased from 1.5 times.

## **Conclusion**

As with all initiatives, cost compression is an important factor; however, the quality of service delivery, and the scope of service to tenants, is also vitally important, and there are few areas where this is truer than pest control.

Infestation rates since taking the function in house have been reduced significantly, and in this respect the initiative has been a significant success.

Fully equipping our pest control team will enable us to achieve the following goals

- Cost reduction or more efficient use of resources at least equivalent to the increased cost.
- Appropriate capacity to tackle the seasonal cockroach issue (noting that last summer we had staffing issues and increased capacity using Orkin)
- Better customer service and outcomes
- Capacity to scale to serve our existing and future fee for service clients

## CCOC Personal Social Media Guidelines for staff and volunteers

### Part 1 Introduction

The ~~Tenant and Community Engagement Membership & Communications~~ Department is responsible for CCOC's corporate communications ~~on CCOC's behalf~~. Corporate communications include CCOC's newsletter, website, blog, Twitter, ~~Instagram, profile~~ and, ~~starting in 2016~~, Facebook. The Executive Director and Board President are CCOC's designated spokespeople.

Staff, volunteers and tenants have shared their experiences and opinions in informal conversations with friends, family, colleagues and others for over ~~45~~ years. This grassroots and kitchen table promotion is the cornerstone of ~~our~~ CCOC's organizational brand and reputation.

~~More and more today,~~ ~~t~~These conversations are increasingly happening online in social media: on Facebook, Twitter, ~~r~~Reddit, Instagram, LinkedIn, blogs and the comments in online media.

CCOC recognizes the wide reach that communication in online communities can have – both positively and negatively. We encourage staff and volunteers to use social media responsibly, and have developed guidelines to provide helpful, practical advice about best practices and recommendations.

These guidelines consist of two parts: first, best practice and recommendations by the communications department. This is followed by a summary of the rules and obligations that are already in place and how they apply to use of social media.

#### Who these guidelines are for

~~If you are a~~ CCOC staff ~~or~~ and volunteers ~~and you~~ who use social media ~~tools in~~ their ~~your~~ personal life ~~then these guidelines are for you.~~

#### Why “personal” and “private” are not the same

While communication through social media networks is primarily a personal matter, this is not the same as it being private. In many cases, written conversations inside these networks can be found through search engines such as Google. Even in cases where only your contacts can see what you write, there is a possibility that one of them will forward what you say and make it visible to a wider audience. As a result, personal conversation within social media networks should be considered public rather than private.

## **Part 2 Best practices and recommendations**

### **1) Be passionate**

Passion is contagious. Share the passion you feel for CCOC and talk about the successes you have been part of.

### **2) Spread the word and connect with your colleagues**

Don't only talk about CCOC but also about other partners in the housing sector. Connect with them through social networks and spread their success stories.

### **3) Add value**

CCOC believes that sharing information and experiences benefits the whole community. Feel free to share and discuss your experiences from your perspective.

~~Obviously, use~~ Use common sense where information is concerned that is internal and/or confidential. If in doubt - ask the owner of the information you want to share.

Refrain from commenting on the work in this or other organizations that are outside your field of expertise.

### **4) Be a good ambassador**

While it is your personal decision whether to use social media ~~networks~~ or not, be aware that if you choose to use social media to talk about CCOC activities, your behavior and opinions reflect on the organization.

### **5) Use a disclaimer**

If you talk about CCOC activities online, add a disclaimer making clear that the views you express are yours alone. Be aware that this disclaimer doesn't free you from the obligations you have under the Mission and Values and Policies of Employment.

Example: "The postings on this site are my own and don't necessarily represent positions, strategies or opinions of my employer." If you have an "about me" page, we advise against using photos where you stand in front of one of the emblems since this might give the web site or blog an official appearance.

### **6) Be the first to admit a mistake**

If you have made a mistake, be upfront about it. Admit and correct the mistake. If you correct an earlier post in a blog do so visibly, e.g. by using the strikethrough function and adding a paragraph that explains the update at the end.

### **7) Feel free to correct others but stick to the facts**

If you see something posted online in conversations with your friends online that contains errors or misrepresentations about CCOC feel free to identify yourself and your affiliation with CCOC and correct the mistake with respect and with facts. In most cases people won't mind being corrected and they will frequently even distribute the correction themselves. However, if you get the feeling that someone deliberately misinterprets everything you say, just ignore them.

If you don't feel comfortable doing this yourself, and you are concerned that this will leave a lasting incorrect or negative impression about CCOC, let the Communications Officer know about this, so that CCOC can respond if needed.

### **8) Think of the headline, *your mother* and your boss**

Don't say anything online that you wouldn't be comfortable seeing quoted as a headline in the media, being asked about by your mother or having to justify to your boss.

### **9) Use your best judgement**

If you are about to publish something that makes you even the slightest bit uncomfortable, let it sit for a few more hours or a day and think again whether this is what you want to say. If it still makes you feel uncomfortable, ask your supervisor for advice.

### **10) Protect your own privacy**

A lot of web sites allow you some form of control over who can see your material. Use these features.

Example: On Facebook you can control your privacy settings under "Settings -> Privacy Settings -> Profile". We recommend that you set all of these settings except for "Profile" and "Basic info" to "Only friends".

### **11) Get advice**

If you want to use social media to promote CCOC activities and still have questions after reading these guidelines, please contact the Communications Officer, our staff lead on social media activities.

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## Part 3 Rules and Obligations

### *From the Policies of Employment*

#### 3.4 Confidentiality

The Board of Directors of CCOC is aware that members of staff and members of various committees as well as members of the Board of Directors may become aware of information of a personal nature about a tenant or staff member of CCOC.

This information may be in the nature of, but not limited to, the health, income, family status or legal status of a tenant or staff. This information may be provided by the person him/herself verbally or in writing, or may be divulged to CCOC by a third party.

The Board agrees that this information may be required for staff or committee/Board members to carry out the duties of their position or to meet health and safety requirements.

In order to provide tenants and staff with the confidentiality which would normally be expected in situations where such information is divulged, the Board sets as policy that:

Employees and volunteers shall not, except in the carrying out of their duties, directly or indirectly disclose to any other person, firm or corporation, or use for his/her own purpose any information, knowledge or material pertaining to tenants and staff without prior approval of a direct supervisor or the Board of Directors, or the affected person or persons.

Any breach of this policy may constitute just cause for disciplinary action, up to and including discharge from employment for CCOC employees, or in the case of committee members and directors, removal from the membership of a committee of CCOC or the Board of Directors.

#### 6.4 Talking to the Media: Public Comment

Employees are required to refrain from any public discussion, in the media or otherwise, regarding CCOC's business affairs, policies or organization. Only the President, Executive Director, or their designated spokesperson can issue a statement or make comments about CCOC's position on a given subject. If an employee is asked to comment publicly on any issues related to CCOC's business, the employee must decline to comment and is to refer the enquiry to her/his supervisor.

#### 6.5 Confidential Materials: Good Practices

Employees of CCOC will:

- store all confidential and highly sensitive materials, such as those containing tenant information in a secure and under locked place;
- place them in a secured shred container, if confidential materials need to be discarded;
- not discuss sensitive information, including tenant information, with other employees unless there is a valid business need;

**Commented [HV1]:** Policies of Employment may have been revised since being included here. Consider referencing sections instead of including the whole text.

- access only those files and systems, computerized or not, for which the employee is authorized; and
- take particular care with passwords that are assigned or chosen. Employees will be held responsible for all access to accounts that occur through the use of their personal password.

### 15.3 Internet Use

Employees and volunteers have been given Internet access for CCOC business purposes. Limited personal use is permitted.

The Internet may not be used to conduct non-work-related private businesses, create or distribute chain letters, gamble, visit pornographic sites, or conduct political activities that are not sanctioned by CCOC.

Employees may not download software without prior authorization by the Network Administrator.

Whereas CCOC could be held ‘vicariously’ liable for an employee’s or volunteer’s actions on the Internet,

- no discriminatory slurs are to be posted through the Internet, not even in ‘joke’ form.
- the Internet is not to be used to perpetrate any form of harassment.
- there shall be no distribution of corporate material without prior authorization.
- there shall be no distribution of any copyrighted material.

Use of the Internet for illegal activities or activities detrimental to the good of the Corporation will result in immediate disciplinary action which may include dismissal.

Whereas Internet access is primarily for business purposes,

- E-mail is not private and may be subject to interception by CCOC; it may also be read by someone other than the addressee.
- Monitoring of Internet access and e-mail by CCOC will be solely to ensure compliance with policy.
- Volunteer use of CCOC’s Internet use is to be under the supervision of the department manager.

### CCOC’s Mission and Values

Centretown Citizens Ottawa Corporation is a community-based, tenant and member directed, non-profit housing organization whose mission is to create, maintain and promote housing for low and moderate income people.

## CCOC Values

- a diverse tenant, staff and member population without discrimination with respect to Aboriginal, racial, ethnic, linguistic and religious background, age, gender, sexual orientation, household composition, and level of income and ability;
- working together as tenants, members and staff in ways which are responsible and supportive;
- decisions which are open and inclusive in the way they are made, communicated and implemented;
- being innovative, creative, and dynamic in how we do our work;
- housing which is affordable, livable and diverse in type, and contributes to a high quality of life; and
- communities that are healthy, diverse, energy-efficient and respect the natural environment.





# CCOC Corporate Social Media Guidelines

## Introduction

The Tenant and Community Engagement Department is responsible for CCOC’s corporate communications. These guidelines are for use by designated staff posting to CCOC social media profiles.

More and more today, we are adding to our communications channels by adopting social media tools both to get our message out and to provide an online platform for dialogue with our key audiences:

Our ambassadors	Our tenants and potential tenants	Our supporters
<p>☆☆☆  <b>Staff – includes Building Representatives</b></p>	<p>☆☆☆  <b>Tenants – includes community partners who hold block leases</b></p>	<p>☆☆☆  <b>Members and volunteers</b></p>
<p>☆☆            Contractors and community partners, suppliers and development partners</p>	<p>☆☆            Potential tenants:            - identified targeted demographics.            - untargeted public</p>	<p>☆☆            Community groups who share our values:            - sector organizations            - educators &amp; students            - politicians            - bureaucrats            - funders            - researchers</p>
<p>☆  <b>Former staff</b></p>	<p>☆  <b>Former tenants</b></p>	<p>☆  <b>Former members and volunteers</b></p>

While traditional communications channels have schedules with time built in for drafting, editing and approvals, the pace of social media is much faster. These guidelines are intended to provide a pre-approved framework, to empower communications staff to work at the pace of the medium.



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## Purpose

CCOC's Communications Strategy sets out five goals for our communications and marketing initiatives. Our social media communications are one of many facets of our digital-first, accessible communications approach.

An editorial calendar will be developed annually that will balance content for each goal and include ongoing, seasonal and time-specific themes.

- Fill rental vacancies
- Support tenant-focused operations
- Raise CCOC's profile
- Recruit volunteers for the board, committees and other initiatives
- Promote urban, accessible, green, mixed, affordable housing with supports for those who need them

## Process

Roles:

- Communications Officer is responsible for managing all CCOC social media accounts.

Posting schedule:

- Blog: Monthly
- Facebook: Weekly
- Twitter: Daily
- Instagram: Weekly on grid, daily on story

Monitoring and responding:

- Each platform will include a disclaimer indicating that it is monitored Monday to Friday, from 9:00 am to 5:00 pm, holidays notwithstanding.
- Communications Officer will respond directly on behalf of CCOC. If they need facts or more information, they will reach out to relevant staff as needed.
- Service standard:
  - Aim to respond within same business day.
  - Respond to every question.
  - See Crisis Management for details on responding to negative comments.



## The CCOC voice

Our goal is to have a consistent voice across all corporate communications platforms. The tone should be friendly and approachable, knowledgeable and experienced.

## CCOC's Advocacy Voice

CCOC's fifth marketing goal is to "Promote urban, accessible, green, mixed, affordable housing with supports for those who need them." In CCOC's strategic plan, we describe ourselves as "a recognized industry leader", a "loud and proud instigator", "progressive and environmentally conscious", "a thought leader for housing and related issues", "political activists and advocates", with a social justice focus.

Staff will present this on social media through original content and through likes, shares, reposts, and by commenting on content from others.

- This marketing goal is ranked lowest, so should not overwhelm other content.
- CCOC is non-partisan and will avoid posting or reposting party-specific content.

Examples of advocacy content include:

- Posting about our programs, services, partnerships, projects, and campaigns.
- Posting about our outreach, events, and presentations (to schools, conferences, etc.)
- Reposting content from housing partners (Options Bytown/Salus/PCIL, etc.) about their programs and services.
- Reposting content from sector partners (ONPHA, CHRA, etc.) about their programs, services, and campaigns.
- Posting or reposting content from partner groups (where CCOC is an active participant) about programs, services and campaigns that support tenant quality of life. Examples of partner groups include CAWI, Centretown Buzz, Centretown Movies, Community Garden Network, Ottawa School of Art, Communauto, YM/YWCA.



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## Crisis Management

The Communications Officer will flag negative posts and comments and propose a response to the TCE Director. As a general practice:

- For posts or comments that contain incorrect information about CCOC:
  - We will correct the mistake with a comment back in the stream where the comment was first made with respect and with facts.
  - If the person responds in a critical manner, we will ask to continue the conversation by other means. If the person is clearly trying to pick a fight, we will ignore it.
- For posts or comments that are complaints about or critical of CCOC:
  - As per industry best practices, we will publicly acknowledge with a comment back in the stream where the comment was first made and ask to continue conversation by other means (direct message/email/phone).
  - If the issue is resolved, we may follow up with a comment thanking them for working with us to resolve the issue.
- If the post or comment is clearly an attack or an effort to pick a fight:
  - As per industry best practices, we will ignore it.
- For comments that are inflammatory (libel, slander, etc.) or inappropriate (racist, derogatory, pornographic, etc):
  - We will screen-capture and save the post to document.
  - We will block the user from commenting and remove inappropriate comments.
- For comments that are off-topic or trying to use our site to sell a product or service:
  - We will remove comments and block users who abuse the site.

**Rental & Tenant and Community Engagement Committee**  
**Joint meeting - Community Safety Panel**  
**March 10, 2022**

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**Rental Committee:** Sulaina Bonabana, Teresa Schoembs, Kerry Beckett, Dougald Brown, AnaLori Smith, Christopher Yordy

**Regrets:** Dahlya Smolash, Alisher Perez, Cynara Desbarats, Sandy Hung, Helena Brown

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

**Guest:** Gil Felipe Gonçalves Miranda (1<sup>st</sup> meeting)

**Panel guests:** Catherine Boucher (Dalhousie Community Association), Catharine Vandelinde (Options Bytown), Callie Lathem (Somerset West Community Health Centre)

**Tenant & Community Engagement Committee:** Mayada Bahubeshi, Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Peter Thorn (chair)

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

**Guests:** May Abu-Shaban, Kani Sinclair

Call to Order: 7:04 p.m.

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

**2. Welcome & introductions:** All present introduced themselves.

**3. CCOC's Anti- Oppression statement:** read by the chair Peter Thorn.

**4. Review the joint meeting agenda:** The agenda was adopted as presented.

**5. Community Safety panel discussion:**

Community partner introductions:

Catharine Vandelinde – Executive Director of Options Bytown. Long standing partnership with CCOC. Options Bytown has been supporting people who have experienced homelessness in maintaining their housing for 30 years. They provide supportive housing in four buildings in downtown Ottawa, support tenants living with other landlords like CCOC via the Supports to Social Housing (SSH) program, and support 150 clients who previously experienced chronic homelessness. They also offer a peer based support program that helps people work to reduce hoarding behaviour. Options Bytown also runs eight resource centres in Ottawa Community Housing buildings across the city – their staff meet and support clients onsite.

Catherine Boucher – President of the Dalhousie Community Association (DCA). Volunteers meet monthly and work to improve the neighbourhood and the 8,300 households that live there; it covers the western half of Ottawa's Somerset Ward, including Chinatown, Little Italy, and Lebreton Flats. This area is traditionally a modest housing neighborhood with affordable housing, however intensification and gentrification has led to a lack of affordable housing and living here is becoming out of reach for many

households. The DCA established 5 committees, one of which is the Peaceable Neighbourhood committee, which works on short-term solutions regarding neighborhood concern and public safety in Dalhousie.

Callie Lathem – Health Promoter/Harm Reduction Team Lead with the Somerset West Community Health Centre (SWCHC). During COVID, SWCHC pivoted their services to provide front-line support to clients with many challenges including stigmatization, food insecurity, precarious housing and increased medical risks associated with the poisonous drug supply and opioids. New outreach teams have been established to support community members.

### Thoughts on Community Safety from our Panelists:

- **Physical spaces & places** for clients have been limited – this has led to food insecurity, increased presence of drug paraphernalia in public and private areas. This has an impact on the broader community and not only on those who are street involved. For example, at the supervised consumption site, the number of people permitted to be there at one time was cut in half to maintain distancing. Services need to be reinstated to help rebuild trust within the community. Engagement also will go a long way, encourage people to learn more, get involved and be empathetic. Spring and better weather will increase activity and will be evident in the neighborhood; higher needs will again be evident.
- **Perfect storm** – the pandemic devastated and created crisis for households. There was no community building taking place. Increase in substance use and greater number of home takeovers. Focus is now back on community building, a great example of this is helping small groups of tenants host meals in a community kitchen.
- **Crime and property vandalism** – within the neighborhood, there has always been some amount of crime and vandalism, but seeing things like an increase in the number of boarded up commercial windows shows how frustrated and angry people are. For individuals who are underhoused or precariously housed the pandemic greatly affected them, leading to increased frustration and desperation. Some people haven't had a place to isolate and retreat to during the pandemic.
- **Big picture versus little picture** – A big picture thing individuals can do is to get involved in the upcoming elections. In 2022 we have a provincial election in June and a municipal election in October. Get engaged, get informed and vote at election time – if you care about housing and community programming, then vote for candidates advocating for additional affordable housing and community supports. Small picture, individuals can get to know their neighbours. Maybe someone needs help picking up groceries, or would just like to speak to someone for a few minutes if they are isolated. Strong neighbour relationships are powerful.

### Comments from Committee Members:

- Teresa shared that the pandemic definitely increased safety, security and disruption issues at the building; there seemed to be a greater level of desperation for some, which led to increased police presence.
- Peter shared that people are less resilient and it is now reported there is increased disconnect among people in general [a CBC article was shared]. Peter shared concerns about how long it will take to go back to “normal” and for resources to go back to pre-pandemic levels - possibly 5 years?

- Mayada shared that from a tenant context there was and remains fear to get close to others, particularly for individuals whose health and systems are immuno-compromised.

### 6. Break: 5 minutes.

### 7. Community safety think tank:

1. What is one thing in your community that makes you feel safe?
  - Knowing your neighbours.
  - Connection networks in buildings
2. What can CCOC staff do to foster community safety? What about CCOC tenants?
  - Keep online attendance option for events and activities (hybrid approach).
  - Listen to others. Support the community by being a listening ear and volunteering. CCOC should promote social interactions for tenants who are interested in connecting socially.
  - Proactively let tenants know how they can identify and change their name with CCOC so their landlord refers to them with their chosen name.
  - Remember that safety between tenants and staff has to go two ways.
  - Find ways to put the anti-oppression statement into action.
  - Be realistic: understand the limitations of CCOC as a landlord when creating opportunities to foster community safety.
  - More community gardening for tenants on roof decks, around properties, etc.
  - Foster more outdoor get-to-know-your-neighbours events this spring and summer. Empower tenants who are interested in hosting these types of events with kits or resources so they can lead community-building events on their own.
  - Increase accessibility at CCOC meetings and events so everyone is able to participate (accessible language, governance supports, transparency, clear explanations, building safety, etc.).
  - Join the CCOC Neighbours Network!
    - They have recently been discussing hosting a park clean up this spring.
  - CCOC could coordinate public washroom access near buildings where there are high security issues.
  - One tenant asked if there will be other ways to make connections with tenants when events return to being in person, because they are immunocompromised and will still be unable to connect in person.
    - While the details aren't sorted out yet, there is a strong interest from multiple CCOC committees and the Board to have a hybrid in-person/virtual meeting model going forward, which will allow more community members to participate.
    - CCOC's community group of tenants, the Neighbours Network, currently meets virtually and is another place to connect with fellow tenants and neighbours.

### 8. Next steps and wrap up:

**Discussion:**

- More discussion is needed on this topic. Staff will create a plan on how to continue holding space for tenants to share their concerns and find opportunities to address community safety issues.
- CCOC is entering into our strategic planning process this year, and the information from these conversations will help with those future conversations.

**9. Adjournment 9:10 p.m.**

(M/C Christopher Yordy)



TAIGA TRANSITION BOARD  
**MINUTES**  
7:00 PM, Monday, 9<sup>th</sup> May, 2022

**Present:** Courtney Lockhart (Chair), Chris Yordy, Shelley Robinson

**Regrets:** Court Miller, Alyssa Cousineau, Joanne Balmaceda

**1. Call to order of Taiga Transition Board meeting**

The meeting was called to order at 7:03 pm.  
Courtney Lockhart read the Anti-Oppression statement

**2. Business arising**

The business of the Taiga Transition Board tonight is to approve the Taiga Financial Statements for the year ending Dec 31, 2021. Maryse presented the financial statements. Because of the amalgamation, we had to do a final audit of the nine months from April to December. Includes the 3 months that the property was still managed by HomeStart and the last six months it was under CCOC property management.

**MOTION:** That the Taiga 2021 Year-end Financial Statements (9 months ended upon amalgamation at December 31, 2021) presented herewith, incorporating the recommended adjustments, and with any required minor amendments, be approved.

M/S/C Chris Yordy/Shelley Robinson

Thank you Taiga Transition Board Members!

**3. Adjournment of Taiga Transition Board**

The Taiga Transition Board meeting adjourned at 7:19pm. Shelley left the meeting.

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CCOC/CCHC EXECUTIVE COMMITTEE  
**MINUTES**  
7:00 PM, Monday, 9<sup>th</sup> May, 2022

**Present:** AnaLori Smith (President – Chair), Chris Yordy (Vice President), Courtney Lockhart (Secretary), Dougald Brown, Erica Braunovan, Sarah Button (Executive Director – Staff)

**Regrets:** Court Miller

**1. Call to order of CCOC Executive Committee**

The meeting was called to order at 7:19pm

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

The agenda was adopted unanimously with the allocated timings.  
Erica volunteered as timekeeper.

## **3. Approval of regular minutes from April 11, 2022**

The regular minutes from the April 11th meeting were adopted unanimously.

## **4. Approval of *in camera* minutes from April 11, 2022**

The in-camera minutes from April 11th were adopted unanimously.

## **5. Residential Tenancies Act (RTA) Proceedings**

### a) For approval: Non-payment: (1)

The committee reviewed the list and conditionally approved that staff be authorized to proceed with eviction processes for 1 new N4, pending receipt of more details about the case. UPDATE: Sarah provided details by email on April 12<sup>th</sup>.

M/S AnaLori/Chris Yorde

### b) For approval: Other reasons: (2)

The committee reviewed the list and moved that staff be authorized to proceed with eviction processes for two (2) new N5s.

M/S AnaLori/Erica

## **6. For Discussion and Information**

### a) For discussion: Options Bytowne Tour (Courtney Lockhart)

Courtney shared details on a plan for a tour of the Options Bytown building at 379 Gilmour on June 13th. The Committee agreed that this was a good plan and that we should invite the rest of the Board to join the tour. After the tour. The Committee will return to 415 Gilmour to hold the Executive Committee meeting face-to-face.

### b) For discussion: Property Taxes

The Property Tax discussion has been deferred to the June meeting

### c) For information: Resolutions from the Membership for the AGM

The committee discussed the Bike Rooms resolution at length and considered the feedback received from the proposing Member. The Committee recommended changing the Board's recommendation to "Partial Support", and asked Sarah to confirm this direction with the rest of the Board prior to the AGM. Dougald suggested some minor changes to the wording of the resolution.

### d) For discussion: Pandemic weekly updates

Sarah asked if Board members still wished to receive the (bi) weekly pandemic update emails. The Committee said "Yes please!".

## **7. In Camera items**

The Committee moved in camera at 8:14pm to discuss two items.

M/S Erica/Dougald

The Committee moved out of camera at 8:56pm.

M/S Erica/Dougald

**8. Other items?**

- a) Items for future agendas (AROC lens on evictions; Data privacy...)
- b) Anything else?

The Committee reminded each other to not use the chat function during in-camera items, because folks who aren't present in the meeting might still have access to the chat!

**9. Adjournment**

The meeting adjourned at 8:59 pm.

**Next meeting: June 13th, 2022 – 7:00 PM**

**Facilities Management Committee  
Meeting Minutes  
Wed, May 18, 2022**

**Participants:** James Clark, Penny McCann, Kevin Judge, Jim Smedley, Rida Oulhaj

**Staff:** Norm Turner, Percival Pink (minute taker)

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

Welcome colleagues, neighbors, and guests.

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

- We are committed to Truth and Reconciliation.

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

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

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

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

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

**Comments:**

- 3. 7.11 pm Adoption of the Agenda & Anti Oppression Statement**

**Discussion: None**

**m/s/c Kevin Judge /Penny McCann**

**4. 7.12 pm Declaration of Conflict of Interest**

**5. 7.14 pm Approval of meeting minutes from April 2022**

**Discussion:** Penny A Member followed up on adding racoons to the list of pests from the previous FMC meeting.

**Approve minutes subject to Penny's note - m/s/c Penny McCann, Kevin Judge**

**6. 7.15 pm What decisions or comments do you need from the Board? –**

- Camera Access Policy (on going)
- Need new board members to sit on the committee (at least two).
- Pest control business case for second truck (on going)

**7. 7.35 pm**

**Consent Items**

**7.1. Committee Summary**

**Discussion:** A member posed a question on how does the board review draft resolutions. Norm answered stating that resolutions are submitted by members for consideration, these are forwarded to the Resolution Committee and Executive Director. The resolutions are either accepted or modified or not accepted for the AGM. TCE provides feedback to the proponent

**7.2. Capital Projects Report**

**Discussion:**

CCOC is currently looking for another capital projects manager as there are a number of projects that have to be allocated.

Norm discussed the project planning for 258 Lisgar. He confirmed that the engineer had determined that the wiring installation could be replaced in phases. COCHI would provide the funding for the unit panels and some wiring.

The risers and meter bank would need to be replace in phases because of funding constraints and tenant impact. CCOC are currently considering CMHC funding but the nature of the requirements and the constraints on project delivery are not attractive

A Member posed a question about where the funding to replace the domestic furnaces come from and if there was grant funding. Norm said that Ghassane would look into the grant/incentive funding and get back to them at a later date. Norm confirmed that the initial program is funded from the regular capital budget.

A guest asked about the difference between Capital Projects and Operations. Norm answered stating that maintenance is more smaller scale projects where as capital deals with bigger overarching building projects.

### **7.3. LTB Status Report**

No comments were made on this report.

### **7.4. Chargeback Report**

#### **Discussion:**

Q1 Chargeback report was completed at the last FMC meeting. Quick reminder that the year-to-date total includes the 11,000\$ chargeback to tenants at 10 Stevens regarding parking spot clean up. Parking spot chargeback appeals will be brought to the committee's attention in the next FMC meeting. Tenants that were charged were primarily those who ignored multiple notices to clean up their parking spots dating back to January 2022.

There are currently thoughts about refining parking spot clean up to have it co-inside with pest control furniture clean up and disposal in order to clear everything out all at once and provide less tenant disruption.

Bike room clean ups were brought to the FMC's attention however due to the pandemic tenants have been unable to come to the office to pick up their new bike tags. As things return to normal, we will resume bike room clean ups and distributing tags.

### **7.5. Service Delivery Standards**

**Discussion:** The committee commented on how the April Service Delivery Standards are strong as usual.

### **7.6. Maintenance Variance Report**

#### **Discussion:**

Member asked a question regarding common area cleaning. During the start of covid-19 enhanced cleaning was done in order to keep tenants safe which caused a deficit in the budget. As things are returning to normal there is no longer the additional pressure on cleaning costs.

A member noted that there was a low variance year-to-date in the first quarter.

A member asked about redecoration requests and if they are not being done because of budget restraints. Norm mentioned that they were but now currently on hold because of covid and hope to resume once things return more to normal.

A member asked about why the pest control admin fund is half spent and if it was due to staff leaving. Norm said that we have been fully staffed for this year and that last year's staff leaving should not have affected the budget.

#### **7.7. Pest Control Report**

##### **Discussion:**

Heat treatments for pest control were a success at 163 James. We tried performing a heat treatment in another unit however due to the way the unit is set up it we were unable to have a consistent heat temperature which is required for successful treatment.

We believe that it will be a great success in units with difficulties and pest control cases that don't respond to other treatments. It was noted that once heat treatment equipment is rented 5 times in a row CCOC can buy the equipment as cheaply as renting.

We were initially concerned about the adverse effects of the heat treatment however the methodology has come a long way and is extremely targeted.

A member was interested in OCH's approach towards pest control, more specifically rodents. Currently CCOC is using poison traps as well as new type of rodent killer. We attempted to use the new rodent killer to see how effective it was in our units however the area had already been treated with poison prior to laying down the new traps.

This resulted in poison treatment being more effective than the new traps. Norm will ask pest control to compare notes with OCH to determine their approach and size of issue.

#### **7.8. March 2022 turnovers**

There was a very small of turn overs for this month. A member brought it to the committee's attention that there is a real cost of a unity sitting empty and asked if there would be merit in bringing contractors in to turn units over faster.

Norm stated that we currently have general maintenance technicians work on turn overs monthly in addition to their other work orders. In order to help them complete these turn overs we do use contractors for certain services such as painting. We can scale up our use of contractors for turn over units if need be.

##### **Motion for 9 agenda items**

**m/s/c Penny McCann, Rida**

#### **8. 7.52 PM Directors Summary (verbal)**

- **Pest Van business Case**

**Discussion:** Facilities Management is hoping to receive support and endorsement on getting a second pest control vehicle. This was talked about previously at the last FMC and Board meetings and will be pushed to a later board meeting.

COCHI Funding informally approved (agreements not received yet) for approx. \$2.4 Million. It provides funding for many of 258 Lisgar's urgent concerns potentially helping to manage Lisgar without CMHC funding. CMHC funding would negatively impact the surplus generated by 258 due to the repayment installment costs.

- **Taiga**

**Discussion:** Not much was mentioned, due to the small turnout the presentation was deferred. Norm mentioned that the assimilation of Taiga seemed to be working well now and is largely complete.

**Motion to receive the Directors report - m/s/c Kevin Judge, Penny McCann**

## **9. Initial brainstorm on deep dive topics**

**Discussion:** Norm has updated the FMC Annual Cycle of Activities by adding that we should have 4-5 deep dive topics per year (one every second meeting). Some topic ideas include fire/safety education, asset management 101, the fee for service model, sector contributions (how we can help other housing corporations grow), building security, KPI and building standard review scoring, sustainability (more income; balance of overhead) and Assets/Capital planning.

Deep dive will be done at a later meeting because of the low attendance. The committee briefly went over the deep dive topics so that new guests were informed

**Next Meeting: To be held jointly with Finance on 16<sup>th</sup> June (Note Thursday – Finance Schedule)**

## **10. 9.00 pm Adjournment: 8:15PM**

**m/s/c Kevin Judge**



**Rental Committee Meeting  
May 12, 2022**

**Rental Committee:** Dougald Brown (Chair), Teresa Schoembs, Kerry Beckett, Gil F. G. Miranda (3<sup>rd</sup> meeting), Sulaina Bonabana

**Regrets:** Dahlya Smolash, Alisher Perez, Helena Brown, Sandy Hung, Christopher Yordy, Cynara Desbarats, AnaLori Smith

**Staff:** Fran Childs, Joelle Messier (staff recorder)

**For Board Attention:**

**MOTION:** to approve the Local Occupancy Standards Policy with the suggested changes and send it forward to the Board for final approval: (Kerry Beckett, Teresa Schoembs, carried)

**MOTION:** to approve the Long Term Absences Policy with the suggested changes and send it forward to the Board for final approval: (Kerry Beckett, Teresa Schoembs, carried)

Call to Order: 7:06 p.m.

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

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

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

**4. Policy Review - Local Occupancy Standards:** This policy outlines what criteria a tenant needs to meet in order for CCOC staff to approve an additional bedroom for a child that lives with a household part time. The Service Manager (City of Ottawa) updated their Directive and we are updating our policy to be in line with the Directive.

Fran reviewed the policies suggested changes in line with the Service Manager Directives and the committee had a chance to provide feedback. Feedback from Dougald was that the term “reside” is more accurate and should not be changed to “live.” Fran replaced live with reside throughout the policy.

**MOTION:** to approve the Local Occupancy Standards Policy with the suggested changes and send it forward to the Board for final approval: (Kerry Beckett, Teresa Schoembs, carried)

**5. Policy Review – Long Term Absences:** Fran reviewed the proposed changes to the policy, which more clearly outlines the requirements around the amount of time a tenant with a rent subsidy can be away from their home before losing their subsidy.

There was question about how a tenant who is away from their apartment would know about a notice mailed to them, and whether sending an email would be better. Fran explained that many notices must be legally sent by mail even if we also send it by email, so we typically try all methods of communication that we have. There were some edits for clarity.

There was concern about how CCOC would know how a tenant is away for an extended period. Fran explained that we do eventually find out if someone is away for an extended time. We also go through the rules that apply to households with a subsidy when they are applying to move in. We extend a certain amount of trust to tenants and in our experience, it is rare that someone has an apartment with a subsidy and doesn't live there.

Fran asked whether longer-serving members knew why the procedures were included as part of the policy since that seems different than our other policies. Kerry said she thought it was because it added detail and made it clearer for tenants.

Fran clarified that the types of extensions that need to be reported back to committee would be those that were granted at the Directors' discretion (not including anything that follows the new medical exemptions process from the City of Ottawa). The committee agreed that the medical exemptions do not need to be reported to committee.

**MOTION: to approve the Long Term Absences Policy with the suggested changes and send it forward to the Board for final approval: (Kerry Beckett, Teresa Schoembs, carried)**

**6. Tenant Relocation Update:** Fran will give the Committee updates each month. Armstrong-Carruthers has 4 of 11 households moved already. 212-216 Carruthers are large households that are tricky to relocate but CCOC staff are committed to find appropriate moves. There is only one household left to relocate at 82-84 Putman.

**7. 2021 Data – Average Income and Household Type:** We reviewed the Annual Income Return (AIRS) demographic data. Fran noted the data for market rent household incomes is less accurate as tenancies age because CCOC does not collect updated income information.

**8. Announcements & Updates:**

- a) **Staff Updates:** We reviewed who left the CCOC team, no one new joined.
- b) **Taiga update:** No updates.
- c) **Forward update:** Construction is moving along with the project now 21.8% completed.
- d) **Sharing back from last month's Board meeting (Dougald):** Taiga tenants seem to be happy with the merger with CCOC based on the feedback from the tenant survey that we did there. Dougald shared that the Board discussed the Camera Installation Policy and has sent it back to staff for it to be reviewed from an Anti-Racist lens and so that more information on the procedures is mapped out and shared back to the board.

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

- a) **Vacancy & Turnover Reports:** As of April 8, 2022, the CCOC vacancy rate is 0.7%, 12 vacant apartments which is the lowest it has been since before the Pandemic. There will be an increase in move-outs in May.
- b) **Legal Updates:** There are many legal matters on going, currently 5 active N5 notices. There were a couple of incidents of tenants subletting on Airbnb. A suggestion was made to mention subletting in the NewsNotes so that existing tenants are reminded that this is not permitted.
- c) **Accounts Receivable Stats:** So far this year, our monthly arrears are still below the 2021 average of \$90,383. Delays at the LTB could affect this trend and increase arrears again. We have not received any hearing dates in 2022 yet, despite applying for a hearing back in January.

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

**11. Any Other Business/Any Decision or Highlights for the Board Focus:** None

**12. Looking ahead.....Next Rental Committee Meetings:** June 9th, July 14<sup>th</sup>, August 11<sup>th</sup>

- June 9<sup>th</sup> at 7pm – Topics: Reconfirm Chair; Mid-Year Check in on Reasons for Move Out; Preview of Turnover Rents
- July 14<sup>th</sup> at 7pm – Topics: Joint Meeting with Finance to approve Turnover Rents and Market Rent Increases
- August 11th at 7pm – Topics: Approve parking increases for January 2023

Adjournment 8:47pm



## Local Occupancy Standards: Dependent Children Residing Part Time in the Household

In order to allocate an additional bedroom for a dependent child who resides part time in the household, two criteria must be met:

1. The dependent child must reside in the household at least 50% of the time
2. The tenant must provide a legal document such as a court order or notarized written agreement which shows proof that the dependent child resides in the household at least 50% of the time

If the criteria are not met by the household, then an additional bedroom will not be allocated to the household.

### Background

The City of Ottawa Service Manager identified in their local policy review in September 2017 that housing providers were not applying consistency in the allocation of additional bedrooms where a dependent child resides with the household on a part time basis. Due to the current policy being ambiguous, the Service Manager has made clear that two criteria must be met: that the child must reside in the household at least 50% of the time and that specific documentation must be provided as proof of such residency. In the 2022 revision, CCOC aligned our policy with Service Manager Directive 20-01 that came into effect on January 1, 2020.



## Long Term Absences

CCOC tenants in receipt of a subsidy will lose their subsidy if they are absent from their unit for a period of more than 60 consecutive days or more than 90 cumulative days in a calendar year.

CCOC tenants who are absent from their unit due to medical reasons will have their eligibility for subsidy extended as long as CCOC receives proof from a licensed medical professional that the absence is for medical reasons.

The Director of the Rental Department has the authority to extend the absence period, provided there are well-documented exceptional circumstances (see below). The Director of the Rental Department will report all approved extensions to the Rental Committee. If CCOC becomes aware that the tenant has been away for longer than two months without permission, CCOC will send the tenant a Notice of Decision informing them that they have lost eligibility for a subsidy by mail and, where possible, by email.

### **Background:**

Rental subsidies are a limited resource. On occasion, CCOC learns that a tenant with a rent subsidy has been or will be away for an extended period. On September 13, 2017, Ottawa City Council approved a new Maximum Absence from a Unit Policy. The maximum period that members of a household can be absent from their unit is 60 consecutive days or 90 cumulative days in a calendar year. In July 2021, the Service Manager issued an updated Directive that requires housing providers to get proof that an absence is for medical reasons. The 2022 revision to this policy aligns it with the latest Service Manager Directive.

## **Procedures:**

Tenants who receive a rent subsidy must advise CCOC if they intend to be away from their unit for an extended period.

If a tenant informs CCOC of their intention to be away for longer than two months, the Rental Department will explain the policy and warn them that they will lose their subsidy.

The Director of the Rental Department has the authority to extend absence period, provided there are well-documented exceptional circumstances.

Some examples of exceptional circumstances could include:

1. Tenants attending rehabilitation programs at recognized institutions
2. Tenants who must attend to a family member who has a terminal illness. The definitions of “family member” and “terminal illness” as taken from Compassionate Care Benefits under EI legislation.
3. Tenants who go overseas and intend to return within the limit but cannot for reasons outside of their control (ie diagnosed with Malaria, pandemic travel restrictions, etc)

# RENTAL DEPARTMENT REPORT

Reporting on: April 2022

## CCOC Units Rented by Source & Move Outs by Month

Source / Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
<b>Totals</b>	<b>8</b>	<b>14</b>	<b>30</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>59</b>
Transfers (includes Overhoused)	2	4	6	1	0	0	0	0	0	0	0	0	13
Registry Waiting List	3	4	7	2	0	0	0	0	0	0	0	0	16
Referrals	1	2	7	3	0	0	0	0	0	0	0	0	13
In situ MR to RGI	0	0	0	0	0	0	0	0	0	0	0	0	0
Websites/ Social Media	2	4	9	1	0	0	0	0	0	0	0	0	16
Former Tenant	0	0	1	0	0	0	0	0	0	0	0	0	1
<b>Move Outs by Month</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>									<b>49</b>
<b>Monthly Vacancy Rate</b>	<b>1.54</b>	<b>1.36</b>	<b>0.8</b>	<b>0.7</b>									<b>1.1</b>
<b>Benchmark 1:</b> units rented should equal number of move outs	<b>4</b>	<b>2</b>	<b>18</b>	<b>6</b>									<b>1/12 months</b>
<b>Benchmark 2:</b> CCOC vacancy rate should be lower than Ottawa's vacancy rate (3.4%)	<b>1.86% lower</b>	<b>2.04% lower</b>	<b>2.6% lower</b>	<b>2.7% lower</b>									<b>4/12 months</b>

### 1. Vacancies & Turnovers:

April Move Outs: 13

May Move Outs (anticipated): 16

June Move Outs (anticipated): 11

As of May 5, 2022, the CCOC vacancy rate is 0.7% with 12 empty units in our 1688 "rentable units".

### 2. Rent Incentives:

a) There are currently 3 apartments with rent incentives active:

- 502-258 Lisgar (2 bed)
- 202-20 Robinson (2 bed)
- 1102-210 Gloucester (2 bed)

### 3. Exceptions Granted for Extended Absences:

a) None.

### 4. N5's & Evictions April / May [corrected May 12]:

- There are 5 active N5s (2 new N5s served since last meeting, plus 1 that should have been reported on last meeting). There are 2 more N5s in the process of being written and those will be reported on next month.
- There have been no further issues from one household who received an N5, that person's notice expired.
- We will be serving a second N5 to one household, because disturbances have continued and we now have enough to base a second notice on.
- One household who received a first N5, has already received a second N5. We are waiting for a hearing date.
- Two households received a first N5 for subletting on Airbnb since our last meeting. Both households have removed their listing and we expect the behaviour to remain corrected.
- One household received an N5 for behaviour related to their guests. We will unfortunately be serving a second N5 to this household as things have not improved since we met with them and their support worker in March.



**RENTAL REPORT: VACANCIES AND TURNS**  
**May 2022 MEETING (data as of May 5, 2022)**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0026	602	26 110 Nelson	1	\$1,080.00	\$ 1,175.00	2021-11-30	2021-12-30	Future	Move in June 1
0065	605	65 464 Metcalfe	0	\$ 900.00	\$ 900.00	2022-01-04	2022-03-01	Future	Move in June 1
0022	1107	22 210 Gloucester	1	\$ 940.00	\$ 1,175.00	2022-02-16	2022-03-30	Future	TBC
0022	907	22 210 Gloucester	1	\$1,175.00	\$ 1,175.00	2022-03-15	2022-03-31	Future	TBC
0060	4	60 140 Bronson	1	\$ 808.00	\$ 1,175.00	2022-03-28	2022-04-30	Future	Move in June 1
0021	402	21 345 Waverley	0	\$ 777.00	\$ 900.00	2022-04-11	2022-05-11	Current	Moved in May 1
0066	403	66 160 Argyle	0	\$ 842.00	\$ 900.00	2022-04-15	2022-05-15	Future	Move in May 13
0022	804	22 210 Gloucester	1	\$ 971.00	\$ 1,175.00	2022-04-30	2022-05-31	Future	Move in June 1
0039	506	39 415 Gilmour	2	\$1,600.00	\$ 1,600.00	2022-04-30	2022-05-30	Future	Move in June 1

**Units re-rented since April Rental Committee: 9**

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Occupancy	Notes
0027	215	27 520 Bronson	1	\$ 879.00	\$ 1,175.00	2022-05-31	2022-06-30	0	Notice
0020	3	20 298 Arlington	2	\$1,450.00	\$ 1,600.00	2022-05-31	2022-06-15	0	Notice
0020	7	20 298 Arlington	1	\$1,175.00	\$ 1,175.00	2022-05-31	2022-06-15	0	Notice
0022	1106	22 210 Gloucester	1	\$ 903.00	\$ 1,175.00	2022-05-31	2022-06-30	0	Notice
0023	403	23 20 Robinson	1	\$1,065.00	\$ 1,175.00	2022-05-31	2022-06-30	0	Notice
0011	201	11 258 Lisgar	2	\$1,239.00	\$ 1,600.00	2022-05-31	2022-06-30	0	Notice
0026	709	26 110 Nelson	2	\$1,118.00	\$ 1,350.00	2022-05-31	2022-06-30	0	Notice
0036	701	36 258 Argyle	2	\$1,213.00	\$ 1,600.00	2022-05-31	2022-06-30	0	Notice
0039	306	39 415 Gilmour	2	\$1,600.00	\$ 1,600.00	2022-05-31	2022-06-30	0	Notice
0040	404	40 151 Parkdale	1	\$ 982.00	\$ 1,225.00	2022-05-31	2022-06-30	0	Notice
0040	702	40 151 Parkdale	2	\$1,443.00	\$ 1,600.00	2022-05-31	2022-06-30	0	Notice
0042	200	42 Taiga 2100 Scott	3	\$1,061.00	\$ 1,480.00	2022-05-31	2022-06-30	0	Notice
0064	5	64 54 Primrose East	0	\$ 763.00	\$ 825.00	2022-05-31	2022-06-15	0	Notice
0032	2-84	32 82-84 Putman	2	\$1,114.00	n/a	2022-05-31	n/a	0	Redevelopment
0024b	4	24 277 Carruthers	0	\$ 807.00	n/a	2022-05-31	n/a	0	Redevelopment
0006	147	6 143-153 Arlington	2	\$1,329.00	\$ 1,517.00	2022-05-31	2022-06-15	0	Notice
0065	312	65 464 Metcalfe	1	\$1,110.00	\$ 1,270.00	2022-06-30	2022-07-15	0	Notice
0011	308	11 258 Lisgar	1	\$1,031.00	\$ 1,225.00	2022-06-30	2022-07-15	0	Notice
0041a	507	41 455 Lisgar	1	\$1,031.00	\$ 1,225.00	2022-06-30	2022-07-15	0	Notice
0021	606	21 345 Waverley	1	\$1,020.00	\$ 1,225.00	2022-06-30	2022-07-15	0	Notice
0027	213	27 520 Bronson	2	\$1,098.00	\$ 1,370.00	2022-06-30	2022-07-15	0	Notice
0006	151D	6 143-153 Arlington	2	\$1,615.00	\$ 1,640.00	2022-06-30	2022-07-15	0	Notice
0022	703	22 210 Gloucester	2	\$1,420.00	\$ 1,420.00	2022-06-30	2022-07-15	0	Notice
0039	308	39 415 Gilmour	1	\$1,240.00	\$ 1,240.00	2022-06-30	2022-07-15	0	Notice
0040	609	40 151 Parkdale	1	\$1,225.00	\$ 1,225.00	2022-06-30	2022-07-15	0	Notice
0021	105	21 345 Waverley	0	\$ 900.00	\$ 900.00	2022-06-30	2022-07-15	0	Notice
0064	206	64 54 Primrose East	0	\$ 825.00	\$ 825.00	2022-06-30	2022-07-15	0	Notice
0035	102	35 10 Stevens	3	\$1,155.00	\$ 1,450.00	2022-07-31	2022-08-30	0	Notice

**UNITS ON NOTICE BUT NOT YET RENTED: 28**

May Move Outs (So far): 16

June Move Outs (So far): 11

Property	Unit	Property Name	Beds	Market Rent	Turnover Rent	Move Out Date	Date Available	Days Vacant	Notes
0064	303	64 54 Primrose	0	\$ 825.00	\$ 825.00	2021-12-31	2022-01-30	124	multiple offers - processing application
0040	210	40 151 Parkdale	2	\$1,181.00	\$ 1,600.00	2021-12-31	2022-01-30	124	multiple offers - processing application
0019c	1-135	19 Primrose Duplex and Hd	2	\$1,097.00	\$ 1,500.00	2022-03-31	2022-04-30	34	possible transfer
0038	604	38 511 Bronson	3	\$1,336.00	\$ 1,370.00	2022-03-31	2022-04-29	34	multiple offers
0034	1101	34 264 Lisgar	3	\$1,300.00	\$ 1,600.00	2022-03-31	2022-04-30	34	multiple offers
0068	3-200	68 100-200 Victory Gdns P	3	\$1,669.00	\$ 1,670.00	2022-03-31	2022-04-30	34	possible transfer
0027	604	27 520 Bronson	2	\$1,086.00	\$ 1,640.00	2022-04-01	2022-04-29	33	on offer - processing application
0071	304	240 Presland Rd	1	\$ 961.00	\$ 961.00	2022-04-30	2022-05-30	4	possible transfer
0036	501	36 258 Argyle	2	\$1,467.00	\$ 1,600.00	2022-04-30	2022-05-30	4	
0026	501	26 110 Nelson	1	\$ 912.00	\$ 1,175.00	2022-04-30	2022-05-30	4	
0040	201	40 151 Parkdale	2	\$1,169.00	\$ 1,600.00	2022-04-30	2022-05-30	4	
0011	404	11 258 Lisgar	0	\$ 745.00	\$ 900.00	2022-04-30	2022-05-30	4	

**Empty Units: 12**



**MINUTES FOR THE TENANT AND COMMUNITY ENGAGEMENT COMMITTEE  
MEETING OF MONDAY MAY 2, 2022  
7:00 – 8:30 p.m., Microsoft Teams**

Chair: Peter Thorn

Committee Members: Jordan Edwards, Lisa Hollingshead, Courtney Lockhart, Teresa Schoembs

Staff: Delena Jean Baptiste (Recorder), Hannah Vlaar

- 1. Call to order 7:06 p.m.**
- 2. Select time keeper**  
Lisa Hollingshead
- 3. Welcome and introductions**  
No introductions were needed.
- 4. Read CCOC's Anti-Oppression statement**
- 5. Adoption of the agenda MSV/ seconder)**
- 6. Standing items**
  - a) Board & committees report
  - b) Department report
- 7. Adoption of the Monday April 4, 2022 meeting minutes (mover and seconder)**
- 8. Business arising from previous minutes**
  - a) Good Neighbour Award: update (5 minutes – for information)
  - b) Security Camera Policy: update (5 minutes – for information)
  - c) Corporate Social Media Guidelines: amended version (5 minutes – for information)
  - d) Committee Chair
- 9. New business**
  - a) Property Tour: generate ideas for theme, event structure (30 minutes – for discussion)  
Background: Every year, CCOC hosts a property tour by bike, bus, or foot. This year's property tour is scheduled to be by bus.
- 10. Meeting follow up**
  - a) What decisions or comments do you need from the Board?



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

### **11. Announcements**

- a) TCE related community activities/events
  - i. CCOC Plant Days: May 7 and 8
  - ii. Neighbours Network Park Clean Up: May 14, 10:00 a.m. 165 Arlington Ave
  - iii. CCOC/CCHC Annual General Meeting! May 19, 7:00 p.m.
  
- b) Upcoming meetings: June 6, July 4, No August meeting, September 14, October 3, November 7, December 5.

### **12. Adjournment (mover)**

**Finance Committee  
Minutes  
May 12, 2022**

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**Finance Committee:** Court Miller (Chair), Rod Manchee, Wayne Fan, Andrew McNeill, Mary Lynn Brian, Josh Bueckert

**Regrets:** Erica Braun, Mary Huang, David Boushey, Reaz Zaman, Nicole Rogers

**Guests:** Micah Melnyk (2nd meeting), Mitch McLean

**Staff:** Maryse Martin, Greg McPherson, Fedor Galstyan

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1. **Call to Order at 7:03pm 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, Mary Lynn/Rod Manchee)
4. **Approval of meeting minutes**
  - Finance Meeting, April 21, 2022: Approved as presented;  
Final audited statements to be shared with Committee.  
(M/S/C, Mary Lynn/Rod Manchee)
5. **Notices/Announcements**
  - News or updates from Court on the last Board meeting
    - Need AROC lens incorporated into cameras and surveillance draft policies.
    - Board positions are still available. Contact Hannah if interested
6. **Investment options – presentation by Mitch McLean, Mandeville Private Client**
  - The purpose of this presentation is to present the multiple options that can be pursued to invest CCOC's unrestricted funds of \$1M, currently invested with Encasa, and provide background on what an adequate Investment Policy Statement (IPS) should include.
  - Investments objectives to consider: balancing capital preservation, growth of capital, income generation, and tax minimization requirements.
  - Asset mix is also important (bonds, GICs, private investments such as Highway 407 fees in addition to equities)! The higher the capital invested, the more opportunities you have for private/alternative investments.

- Bond prices fall as interest rates rise. Ex: Face value of bond with coupon at 2% falls if new bonds are issued with coupon of 3%
- Investment Policy Statement (IPS): Factors to consider when CCOC creates a mandate for how it would like to invest funds:
    - Investment time horizon
      - 1-2 years: liquid safe & secure investments
      - 3-5 years: public and private income investments
      - 6-10 years: global public and private equities
    - Determine what types of investments you can use for each time horizon.
      - The committee believes CCOC should invest in socially responsible assets (e.g. energy conservation, etc.).
      - Micah: CCOC needs to create a positive list and a negative list of investments. Ensure these lists are not too restrictive to allow CCOC to fulfill the mandate.
      - Andrew: CCOC could emulate socially responsible national housing organization portfolios
      - Maryse: Other investment companies noted from discussions with peers and sector associations include: RBC Dominion Securities, and Vancity Community Investment Bank.
    - Diversify your investments to avoid unsystematic risk
    - Asset allocation. For example, focus on capital preservation more if you need a low rate of return for your purposes. Pursue more risk through growth of capital and income generation if you need a higher rate of return.
      - Micah: Should we go riskier with the unrestricted funds since the other funds are tied to Encasa?
    - Fee structure and allowable thresholds by type of asset (ex: don't go above 2% management fees for mutual funds)
  - Mary Lynn: we need more investment options to consider. Encasa only has 2 options.
  - Micah ask about the fee structures for the advisory component and the different fees for each type of investment. The fees are often 'embedded' and decrease based on the amount invested. For example, >\$3M will result in about .5% fee. You can take away the advisory fee/portfolio manager cost through pursuing other asset types: GICs (.5%), ETFs (.8%), Bond index funds (probably the same as GICs)
  - A good IPS is key to derive a request for proposal from investment companies that will accommodate CCOC's needs.
  - Mitch was asked to provide examples of other similar scale companies and suggested portfolios for CCOC. [Information to be provided after the meeting.]
  - The Committee thanks Mitch for the insightful presentation and Mary Lynn for the connection
  - Next steps:
    - Mary Lynn to share an IPS template from Mandeville.
    - Andrew suggested getting few other templates as well from other housing providers or non-profits to avoid sole sourcing and ensure we don't miss any aspect of this process.

- Finance committee to edit templates based on CCOC objectives and needs.
- The IPS should be revisited annually to ensure the fund will continue to meet CCOC objectives.

#### 7. CCOC Q1 Financial update

- Taiga is now included in CCOC financial statements as of Jan 1, 2022. Year-over-year comparatives are slightly skewed.
- Balance Sheet:
  - Cash Flow projection: operating at very low cash the past couple months. This will change due to the draw-down from Forward project. We should be ending the year slightly more than \$2M in cash
  - The first draw-down on Forward was actually today (May 12<sup>th</sup>). Interest rate = 3.41%.
  - Prepaid expenses: interim property tax paid in March.
  - Due from related corporations: mainly related to the Coop. The December receivable balance from Taiga was cleared upon the close of its Alterna bank account.
- Income Statement:
  - Q1 actuals mostly in line with projections.
  - Had to pause on the co-investment application for 258 Lisgar. The scope for this project will actually surpass \$4M and the interest rate will be higher than the 2% budgeted. CCOC is working at re-prioritizing the scope of work.
  - Utilities: high because of gas (carbon tax and cold from winter)
  - Bad debt: released part of provision. Bright side: arrears are improving.
  - Most of the savings identified are put back into capital reserves
  - Capital Grant: we just got approved conditionally for \$2M. More details to come.
- Investments:
  - \$600,000 unrealized loss in Q1 so far but will monitor the loss going forward
  - Re-balanced the portfolio in early April as approved by the Board

#### 8. CCHC Q1 Financial update

- Balance sheet
  - Nothing to note
- Income statement
  - Gas charge has increased substantially: Q1 actual exceeded budgeted amount for the year.
  - Some recovery in the bad-debt line
  - Overall: on-track with our projections for the year

#### 9. Property tax strategy and charitable status

**Background:** In 2020, Gowling recommended that CCOC apply for CRA charitable status and separately apply for property tax reductions or exemptions based on charitable purposes. These

are separate but complimentary efforts. The Board approved a \$5,000 initial expense on legal work to confirm the opportunity, and after that the lawyers would be paid on contingency from property tax savings.

- Charitable status: no application submitted to CRA yet. Gowling has been instructed to pause until further notice. The strategic plan discussions will help inform what the next step will be.
- Property exemption: will continue to progress in order to recover property taxes regardless of charitable status. Applications submitted in 2021.
- Maryse provided an overview of three options CCOC has been exploring
  - Status quo: mixed -income housing model and opportunity to pursue property tax exemptions with the new HSA Regs published in March 2021
  - Charity:
    - Receipted donations could enable CCOC to fund internal subsidies, capital repairs and new developments
    - Good potential for property tax exemptions
    - Mixed income housing model at risk and we might be bound to have significantly less market rent units
    - Greater level of scrutiny
    - Greater administrative burden and reporting needs
    - If decides to revert back to a NP, all assets to be transferred to another charity or a revocation tax payable to CRA.
    - Need to rebuild governance, change bylaws, etc.
  - CCOC as is, plus a charitable foundation
    - Ideally the foundation would be the fundraising arm of CCOC but there are strong limitations to what donations CCOC can receive as a not qualified donee.
    - CCOC could receive funds if it is fulfilling a contract for the charity. The setup is likely complex and would need to be further explored.
    - Costly set up for the foundation
    - Would require new Board, bylaws, etc.
- The rationale for exploring these options is the long-term sustainability of CCOC. The long-term financial plan shows that the status quo is not sustainable, with revenue growth outpaced by expense growth, especially with the current high inflationary context. As well, our resources are limited considering the significant capital repair needs in the portfolio. Therefore, CCOC needs to find new revenues, control costs, and find property tax exemptions/savings.
- Rod believed charitable status does not align with our mission and may impact CCOC's ability to work effectively with the Service Manager and get funding. He also believes that charitable donations should go towards organizations that are less commercially viable.
- Josh said we should continue to explore charity options to fund the \$800K rent subsidies, in addition to pursuing property tax exemptions, since the status quo is not viable in the long term. Expenses increases are greater than revenue increases.
- Andrew said the root of property tax issue is provincial legislation. CCOC is treated the same as a market-rate investor that will realize large capital gains. Legislation needs non-profit

specific section for assessment and distribution. We need to engage ONPHA and other partners to advocate for this. The assumption that getting charitable status was easier than lobby efforts might be erroneous.

- Wayne agreed the status quo is not sustainable and the main appeal of the charitable status is the property tax savings. Wayne asked for the ‘savings from property tax’ to be added to the table.
  - Annual property tax cost is approx. \$3.6M. Gowling has assessed that about \$1M “Qualify” to the tax exemption based on the RGI mix at these properties, \$2.3M “likely qualify” and \$0.1M “May qualify”.
- Micah asked is there a maximum limit on market-rate rentals as a charity? Also, is there a legal structure that maximizes the benefits of both charitable and non-profit status? Maybe a charity owns the land and leases the land to a not for profit that owns and operates the buildings, and is able to receive revenue to provide rent subsidies that are not otherwise covered. There might be different incarnations, likely more complex, that we haven't yet imagined.

#### 10. Business Arising – Deferred due to time constraints

- Bad Debt Write Off and Accounts Receivable Statistics
- Internal loans summary

#### 11. New Business

- What decisions or comments do you need from the Board? None
- This is Wayne’s last meeting. The Committee thanks him for his contribution over the past couple years and wishes him well.

#### 12. Next meeting/Deferrals

- Upcoming committee schedule:

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

#### 13. Adjournment

The meeting ended at 9:08 p.m.

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

## **Development Committee Meeting Minutes**

Tuesday, May 10, 2022, 7:00 PM  
Conducted remotely via MS Teams

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**Present:** Penny McCann (Chair, CCOC Board Member), Jesse Steinberg (CCOC Board Member), Sarah Gelbard (CCOC Board Member), Elliot Sherman, Brent Walden, Ginnig Wong, John Kingsley, Mary Huang, Rod Manchee, Sarah Button (Staff) Graeme Hussey (Staff), Mozghan Milkarizi (Staff/Minute-taker).

**Regrets:** Alannah Bird, Rida Oulhaj, David McCallum, Reaz Zaman (CCOC Board Member), Natalie Duchesne, Alex Miller (guest), Daniela Veisman (guest), Jesus Bondo (guest), Jessica Barr (Guest).

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

- Penny Called the meeting to order at 7:03.
- Rod volunteered to read the Anti-Oppression.

### **2. Approval of Agenda & Timekeeper Appointment (Agenda approved by consensus)**

- Penny volunteered to be timekeeper.

### **3. Approval of Regular Minutes (Rod/Ginning/m/s/c)**

### **4. Approval of In-camera Minutes (Rod/Ginning/m/s/c)**

### **5. Announcements**

- AGM (Annual General Meeting) is coming up on May 19, 2022.
- Sarah Button, CCOC executive director joined the meeting to introduce herself to the committee and connect to her new role.
- Committee members did a round introduction with Sarah, and after they did some brainstorming around the questions below:
  1. When I say CCOC, what do you think of?  
Some answers: Mixed income, Non-profit Housing, Support community, Sector leadership, Community housing, maintain housing and building housing etc.
  2. What are you most concerned about as a community member?  
Some answers:
    - i. Getting charitable status
    - ii. The ability to afford building new housing
    - iii. The critical need to build that housing
    - iv. Getting harder with increased costs and interest rates
    - v. Ability to preserve the current housing dock
    - vi. Falling short on our mission, maybe eventually becoming too broad in what we are looking to achieve thereby losing opportunities to create additional, quality affordable units
    - vii. Keeping CCOC as an affordable option for existing AND new tenants
    - viii. Limited political wheel to fix the problem



3. Is there anything you like to ask Sarah or chat with her?

Some questions and answers were as follows:

- i. In terms of working related to CMHC, what was a particular concern you involved in?

Working on the national housing strategy, and developing Canada housing benefit program with the provinces and territories was a concern. Groups should have represented vulnerable populations, and figured out how each program was going to apply the federal principles that lead to federal policy principles that we put in place, how those were going to play out in theory in the programs that the provinces were going to implement. A lot of them did not land in the end the way we had intended and that was a concern.

- ii. What is the impact of housing benefits on CCOC and development? People who received them, they did not come with support structure that they might need to maintain a good tenancy.

- iii. What participation the private sector had? How that worked out? Was it possible?

Private sector was part of these kinds of implementation for development conversations in some cases. At a certain point, it seems like there was a joined-up idea happening, it did not play out that way and private developers were terminated as part of conversation.

**6. Declarations of Conflict of Interest**

- None

**7. Government Policy & Program**

- Affordable housing has become the topic of the provincial election

**8. Report of Board & Committees**

CCOC Development Policy Working Group

- It might be useful to incorporate some language about project finance to policies.
- **Action:** Jesse will take the lead on that finance piece discussion, and Graeme will follow up with him.

**9. CCOC Development Projects**

CCOC Forward Avenue Update

- The loan agreement has been signed.
- Interest rate continued going up and our interest rate is ~4%.
- The Passivhaus energy modelling report was distributed among attendees.

CCOC CAP Update

- The project is at the site plan process.
- Site plan studies are being done for each site, including a geotechnical study & environmental site assessment.
- All CAP sites applied to City pre-development funding to assist with pre-constructions costs. CCOC is still waiting for the outcome of the funding application.

**10. Report from Cahdco**

Cahdco Introduction Presentation

- A presentation was prepared to give a background knowledge of Cahdco. A summary of the presentation is as follows:
- Cahdco is a non-profit real estate developer based in Ottawa.
- There is a team of 15 that are focused 100% of their time developing affordable housing particularly affordable rental housing and homeownership.
- Cahdco's mission is similar to CCOC's and it is to create and promote housing for low- and moderate-income people in order to achieve social equity.
- Cahdco is a related non-profit corporation to CCOC through the Cahdco bylaws and appointment of Cahdco board members.
- CCOC is a nonprofit incorporated in the province of Ontario, and Cahdco is a nonprofit incorporated in Canada federally.
- There is a memorandum of understanding between CCOC and Cahdco which dictates the business terms between the organizations.
- Cahdco charges CCOC break even cost for work on development projects.
- Cahdco pays 100% of costs for development staff and admin

**11. Items for Future Discussion**

- The HSA presentation

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

- None

**13. Adjournment (Jesse/m/c)**

The meeting was adjourned at 8: 59.

**Next Development Committee Meeting: Tuesday, June 14, 2022 (TBC)**

CCOC PERSONNEL COMMITTEE  
**MEETING MINUTES**  
**5:30pm (virtually), Tuesday, May 3, 2022**

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**Present:** Andrée-Ann Cousineau, Mark Sider (staff rep), Chris Yordy (Chair), Joelle Messier (staff rep), Dougal Brown, Wayne Fan, Adria Burri (Recorder), Danna See-Har (Staff Guest), Ellen McGowan (Staff Guest)

**Regrets:** Bill Rooney, Pascal St Amour (staff rep), Zak Spelay, AnaLori Smith

**1. Call to order and reading of the anti-oppression statement:** 5:34pm, Joelle read the anti-oppression statement

**2. Approval of the agenda & appointment for timekeeper:** 5:38pm, adopted on consensus

**3. Approval of the April 5, 2022 minutes-** Unanimous approval

**4. Staffing Updates:**

- Departures: Crystal Gleason (Facilities), Louis Vezer (Rentals); Rick Chiasson (Building Rep)
- Recruitment for the Capital Projects Manager is on going and will close Monday May 16th
- Interviews for summer students have begun
- Development interns, Stephanie Cantlay and Christopher Tan Hardly start next Monday
- Marcello is continuing with us, agreed to 1-year term as Accounting Clerk
- Lauren White, Casual Development Intern, is continuing work this Summer to support the *CMHC Housing Supply Challenge* project
- James Mwenga Bwandekele is continuing his Engineering Co-Op with us this Summer full-time
- AAC on leave for the month on June and gradual return to work in July; Adria to lead Personnel in her absence (Interim HR Supervisor assignment)

**5. Training:** for information only

- Adria and Andrée-Ann had a productive meeting with the Building Representatives, which received positive feedback, it's a first step but there's still a lot of work to integrate BR into the CCOC team
- HR will implement the training in end of May and will set a Summer deadline for completion.

## 6. New Business:

### a) **Right to Disconnect:** for approval and recommendation to the board

- To comply with CCOC's health and safety standards, the policies of employment, and the customer service policy, the right to disconnect policy has been reviewed by legal to ensure that all general guidelines are covered
- Andrée-Ann showed the policy as a first impression, as it needs to be in place by June 2 (we received the draft from legal that afternoon, as counsel was in arbitration the week prior).
- AAC stated that the legislation sets expectations for employees – the ESA already granted rights to time off under vacation and leave – but this is a great step by the province, as no employee should be on call 24/7
- HR is proposing that the committee move with a conditional approval to meet the deadline. We'll review in June, then, the revised policy will go to board for approval.
- AAC explained that the policy is meant to support the wellbeing of all employees. That said, employees who are in support roles (such as managers/directors) will stay connected for emergencies after work hours.
- The policy covers response times, which are in line with CCOC Customer Service Policy
- The policy states that if an employee is overwhelmed with their work load, setting an e-mail message letting their colleagues know they have a heavy work load and will get back to them would be acceptable.
- Some CCOC positions have special conditions, so they were outlined in Appendix A.
- AAC stated that Operations Managers are (currently) called the most after hours – wanted to articulate this and acknowledge that it is an issue we are seeking to address but this goes above and beyond the scope and intent of "Right to disconnect".
- Chris shared that it does make sense that some positions are "excluded" from the policy, but the individuals are compensated for their time (Seniors).
- Chris said that the draft form of the policy looks like it can move forward. He would like to hear a round table to ensure that the rest of the committee agree. It might be too early to approve before being sent to the board
- The key conversation that needs to be had is what job-related tasks need to be done at what time and what can be done at a later time
- Chris questioned if the sunset day should be 5 years or 3 years. AAC shared that the standard sunset date in policies is 5 years but it can be reviewed before hand
- Wayne said that he doesn't think there needs to be a review date before 5 years
- Andrée-Ann will send the policy through e-mail to all committee members to have a chance to give feedback. Once this is done, she will send it back to legal to ensure that all the comments are still in compliance
- The committee has until next Monday to review the policy and give feedback.

## 7. Business Arising:

### a) **Vacation Policy:** for approval, and recommendation to the board

- Andrée-Ann received feedback before the meeting, and will revise the part-time vacation section as the way it was written made it sound that they were entitled to more vacation
- Currently casual and part-time employees receive 4% vacation pay based on hours work, the policy would not change that
- The policy has been circulated through e-mail and feedback has already been provided.
- The Committee moved to recommend the approval of the Vacation Policy, with most up to date revisions, by the board of directors.

(M/S/C, Mark, Joelle)

### b) **Hybrid Work Framework:** for review and discussion

- Andrée-Ann encouraged supervisors to bring feedback to their directors. Based on the feedback she has made some adjustments to the policy.
- The executive director and all of the department directors agree that no position at this time will be 100% remote as it does not represent who CCOC is, which is a relations-based organization.
- CCOC is also not equip to have employees working from different locations due to paper-based processes.
- Since all employees will be coming back to the office, tiered parking and job descriptions will need to be reviewed.
- Danna asked how appendix A was created and what the process was.
- Each job is listed at Appendix A, was examined by job descriptions to identify stakeholders and job requirements. That's how the recommendation was set, showing how many days these positions can work from home. These are **guidelines**, not a set schedule. It is also important to note that the employee's director should be mirroring their in-office time.
- Wayne said that it is a bold statement that "face-to-face interactions will never be entirely replaced virtually" as employees have been doing it for the last 2 years
- Andrée-Ann said that she understands that it is bold, but is reflective of the current nature since many departments at CCOC have suffered from not being able to provide in person service. This may change in 3-7 years', so what is true now may not always be.
- Chris shared that the policy does have flexibility as the supervisor can help determine how much office time is needed. However, the policy is meant to be put in place to help CCOC deliver on its mission.

- Joelle shared that as a staff member that she appreciates the culture at CCOC and said it was nice that it was stated at the top of the policy that it's the kind of organization that CCOC is.
- Mark agreed with Joelle. He said that it's hard to remember how things were before the pandemic. As a development employee, he said that its nice to be in the same building as the rest of the CCOC staff (previously the team was at Metcalfe).
- Ellen said that it was nice to see the policy written out. She said that asking staff for feedback would be an important next step.
- Mark also shared that there are a lot of tasks that that would be easier to do at the office and that they have had to figure out how to do things from home.
- Wayne said that he appreciated the feedback from the rest of the committee. He asked what the next steps were for this policy.
- Andrée-Ann said that she will ask the executive director if she should circulate the policy or if she wants to review and circulate herself.
- Before the committee sets a specific timeline to approve, staff feedback from both the office re-opening survey (anonymous & confidential) & from on the Policy itself will be shared with Personnel to review in June and recommend for approval thereafter.

**c) Pandemic update:**

- CCOC is now in "Orange" category
- Office clean up has started. The kitchen and boardrooms look great! Thank you to Pascal, Goldwine, Tessa and everyone who participated.
- Meeting rooms are open, with capacity limits for both internal staff (vaccination status known) and external (guests, tenants).
- Moving toward a hybrid work environment, phased in approach with office staff. Optional, with 50 to 60% capacity at a time.
- Masks will remain mandatory at the office in common areas/when circulating.
- All staff members to use fobs instead of manual keys to enter and exit the building. Fob will be used for contact tracing if needed.
- Adria has sent out the office- reopening survey which is open from May 2- 16th. Once the survey closes the pandemic group will review results.

**8. Staff meetings:** [for information only]

**All Staff:** Next meeting May 18<sup>th</sup>, 2022

**Health & Safety:** Next meeting June 9<sup>th</sup>, 2022 where the committee will review the edits and recommend the Workplace Harassment & Violence Framework. Will come back to Personnel for approval in July

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

7:07 pm moved to *in camera* and staff representatives left the meeting.

(M/S/C, Dougald/Wayne)

**10. Other business:**

- a) In camera item #1: February 1, 2022 in camera minutes were approved as presented.

The meeting moved *ex camera* at 7:11pm.

(M/S/C, Wayne/Dougald)

**11. Adjournment:** 7:11pm moved by Wayne.

**Next meeting: 5:30pm, June 7, 2022  
By videoconference**