

**MINUTES FOR THE CCOC BOARD OF DIRECTORS MEETING  
Wednesday, July 27, 2022**

**PRESENT:** AnaLori Smith (President), Christopher Yordy (Vice President), Court Miller (Treasurer), Erica Braunovan, Dougald Brown, Cynara Desbarats, Nooreen Haider, Soraya Ibrahim, Adrian Senn, Jesse Steinberg, Reaz Zaman

**Staff:** Sarah Button (Executive Director), Alyssa Menendez (Minute Taker)

**Regrets:** Courtney Lockhart, Micah Melnyk, Aditya Rao

**1. Call to order**

Meeting called to order at 7:15 PM.

**2. Adoption of agenda**

- Chris clarifies they had a joint rental and finance committee meeting last months, so there's no separate rental meeting minutes
- Sarah also notes that there was no TCE Committee meeting in July, and therefore no meeting notes for TCE from July.
- All agree to adopt the agenda unanimously.

**3. Adoption of the CCOC Board minutes:**

• **Regular minutes from May 25, 2022**

The regular minutes from May 25, 2022 were adopted as presented.

• ***In camera* minutes from March 2022**

The *in camera* minutes from March 2022 were adopted as presented.

• ***In camera* minutes from May 2022**

Chris proposes we add looking into in-house legal counsel to the agenda at a future meeting to discuss whether it is worth considering having a full-time legal person at CCOC.

Sarah says they have definitely been and would like to look more into it. She has spoken to Andree-Ann about it and has spoken to OCH about their experience with finding in-house legal counsel. What position might this be a (a pure lawyer, something in the strategic advisor space, a paralegal, etc.) is still uncertain. This is something we will circle back with more information in the coming months.

The *in camera* minutes from May 2022 were adopted as presented.

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

**5. For approval**

**a. Local Occupancy Standards Policy (in package; from May Rental Committee Minutes)**

- Sarah says the City of Ottawa updated their directive that is mentioned here (came into effect January 2020). This revision to our policy brings us in line with the City of Ottawa's directive and was approved by the Rental Committee back in May. The Committee is recommending that the Board approve the new Local Occupancy Standards Policy.
- Court M is concerned about a policy that replicates City of Ottawa's policy, since we could have a more unique CCOC policy that takes parts of the City's directive into account, since we would have to follow the City's policy anyways. Sarah says she will mention this to Fran.
- Erica builds on what Court M was saying. Sometimes it is nice if we want to add our own flavour to things like this rather than have it directly reference the city regulation. For example, we could have a preamble that says we are following the City's regulations, but that these regulations are subject to change.
- Dougald says that we can have a policy applicable to subsidies funded internally by CCOC. We need to have some overarching policies that would follow service management directives.
- Nooreen asks if this discussion holds up as approving this policy, whether we need another discussion going into further depth on this.
- Sarah mentions that several years ago we started bringing in sunset clauses on all our policies with updates. The sunset clause for this policy is coming up in October. We can approve what we've got for now and defer the larger discussion for later.

**MOTION:** To approve the Local Occupancy Standards Policy per the recommendation of the Rental Committee.  
(M/S/C, Chris Yordy/Nooreen Haider)

**b. Long Term Absences Policy (in package; from May Rental Committee Minutes)**

Ana Lori passes it over to Sarah for more context. Sarah mentions that there was good discussion about this for the Rental Committee minutes from May. CCOC is updating our policy to bring it in line with new the City's Directive.

**MOTION:** To approve the Long Term Absences Policy per the recommendation of the Rental Committee.  
(M/S/C, AnaLori Smith/Cynara Desbarats)

**c. 2023 Turnover Rents (refer to July joint Rentals + Finance Committee)**

- Sarah presents staff modelling and projections.

**Discussion:**

- Court M mentions back to the discussion about a continuation strategy for tenants, and how we are planning to break the news of the 2.5% rent increase to tenants. Sarah says they have had some further conversation about this with the Directors. Right now, we are dedicating first page of the September News Notes to the rent changes.
- Erica was wondering how we are rolling out the News Notes to those who are not tech savvy. Sarah says that we are still delivering the news notes by paper door to door.
- Adrian says that he sees trying to balance affordable housing and operation costs, but with inflation at 8% he does not see why we are not going to maximum. Even if going forward, the most we can do is 2.5% as Ontario has stated, doing less than a 2.5% rent increase puts ourselves at risk in future years.
- Chris says that to him 2.5 is the max, because our mission is about affordable housing. This is the maximum increase we can do right now, and it is still going to come to a shock for several tenants.
- Adrian asks if we are talking about Communications Policy or the rates themselves?
- Chris say we are talking about the rates themselves. This is what will come out of the news notes.
- AnaLori mentions that if we hypothetically do 8% across the board, it would go against the boundaries of CCOC, and would go against the most marginalized tenants. Ana Lori says we need to find the sweet spot between CCOC being viable, but of we did 8% across the board, it would make her uncomfortable because some people in these buildings are barely squeaking by.
- Adrian recognizes this is a non-profit model, but says these margins are razor thin. We are close to being in the red zone. Adrian says this is not about trying to gauge people, but trying to stay afloat. Everyone across the board gets a 2.5% increase for market rent, but what about those who are 85% or less AMR. Adrian thinks that 4% seems fine. He has only seen the 4% model, so he was wondering if we were also talking about more or less than a 4% increase for this group.
- Sarah adds that communicating these increases to tenants will be critical. If the Board has thoughts on how we might frame and convey this, she would be happy to hear them.

**CCOC MOTION 1:** Turnover Rents: To approve the CCOC 2023 Turnover Rents as recommended by the Rental and Finance Committees.

(M/S/C, Court Miller/Adrian Senn)

**CCOC MOTION 2:** In-situ Rent Increases: To approve rent increases for in-situ tenants as follows: CCOC tenants whose market rents are 85% or less than city-wide Average Market Rent have a 4.0% rent increase, and those with higher market rents have the

Guideline rent increase of 2.5% in 2023 as recommended by the Rental and Finance Committees. (M/S/C, Adrian Senn/Court Miller)

**CCOC MOTION 3:** Parking Rate Increase: To approve a parking rate increase of \$5 for 2023 (Excluding at Beaver Barracks) as recommended by the Rental and Finance Committees. (M/S/C, Adrian Senn/Reaz Zaman)

**CCHC MOTION 1:** Turnover Rents: To approve the CCOC 2023 Turnover Rents as recommended by the Rental and Finance Committees.

(M/S/C, Reaz Zaman/Cynara Desbarats)

**CCHC MOTION 2:** In-situ Rent Increases: To approve rent increases for in-situ tenants as follows: CCOC tenants whose market rents are 85% or less than city-wide Average Market Rent have a 4.0% rent increase, and those with higher market rents have the Guideline rent increase of 2.5% in 2023 as recommended by the Rental and Finance Committees. (M/S/C, Reaz Zaman/Erica Braunovan)

**CCHC MOTION 3:** Parking Rate Increase: To approve a parking rate increase of \$5 for 2023 (Excluding at Beaver Barracks) as recommended by the Rental and Finance Committees. (M/S/C, Reaz Zaman/Court Miller)

## 6. Information Updates

- Sarah suggests we defer the in-house lawyer conversation to following months, and suggests we turn towards governance after the break to the governance sub-committee.
  - a) Property Tour save the date: September 17<sup>th</sup>, 2022. Please RSVP to [engagement@ccochoosing.org](mailto:engagement@ccochoosing.org) to save your seat on the bus.
  - b) Pride Parade save the date: August 28<sup>th</sup>, 2022 at 1pm
  - c) Executive Committee minutes
  - d) Facilities Management Committee minutes
  - e) Rental Committee minutes
  - f) TCE Committee minutes
  - g) Finance Committee minutes
  - h) Development Committee minutes
  - i) Personnel Committee minutes

## 7. Major Discussion Topics

### a. CCOC Overview (Org structure, ONCA, and Financial Picture)

(Supporting documents in package include Org Chart and Ontario Non-Profit

Corporations Act Brief.)

**Discussion:** Not much time for discussion on this topic. Sarah presents the org chart as part of the Governance Discussion.

**b. Governance Discussion**

- AnaLori says it would be great if the board to add what goes into the consent agenda – at some point, but not tonight. AnaLori turns it over to Sarah to presents about org chart, and TCE’s work on anti-racism and anti-oppression work.
- Chris thinks that it is neat work. He did not have the chance to be part of governance committee but says that it is interesting to see all the details that have gone into it already. The action items being identified in the spread sheet are good stuff to work on. From an outside perspective, we have to be very gentle with ourselves because of the pandemic. Some of the things on the list are more challenging on digital media. For example, *in camera meetings* are not as easy to do when faced with new realities.
- Adrian mentions that there are inter-departmental problems to solve, such as the increasing amount of joint committee meetings over time. Adrian says there are some questions that we have not asked ourselves that we want to explore, such as Committee structure. Do we need a governance committee, or a policy committee, or more temporary committees?
- Adrian says we also need to think about staff capacity to support that new structure. There is an opportunity to look at these issues with potentially fresh eyes. For example, he is not sure how page 18 of the Chart, and the entire committee model makes sense. Mentions that if we are looking for more volunteers, how do we get them involved in that structure? Adrian is not sure how they can feel as though they fit into those committee meetings.
- Sarah thinks that Adrian has struck to the heart of the issue: How do we engage with volunteers if they do not know that we expect from them? Does the Org Chart of Committee structure support us? This is definitely something we need to unpack more.
- Court responds to Adrian. He thinks this work is very much in mid-flight. Court can tell how much more accessible the meeting packages are, since May 2021 when they started on the board). Tonight’s motion was a bit tricky because of the separate CCOC and CCHC motions. Maybe in the fall we can go into more nuance on?
- Court says that CCOC has grown a lot since its inception. He thinks the Organization has outgrown some of its practices and it is doing a great job of catching up in certain ways, but in some ways, it still needs to catch up. How this can be implemented in practice?
- AnaLori asks if when there is nothing on the CCHC agenda, would it be possible to make it part of the consent agenda? Even when the CCHC agenda is empty, it takes 15 minutes.

- Sarah does not think there is anything in the bylaws obliging us to do a CCHC meeting every month but will check to confirm.
- Court mentions s. 5.12 (a) of the CCHC Bylaws, which mentions that the board shall meet monthly, etc.
- Adrian says that he thinks if anything we should be having more meetings, and look at the way we run the meetings to make them more time efficient.
- Chris says one of the reasons he joined CCOC is because it is an organization that is not like the rest. It has more granola and has important elements he can connect to. Chris sees what Adrian is saying about consent items we can streamline, but he also enjoys the deliberative aspect of these meetings. It helps us define what it is that we want. Chris also thinks we do not need to meet every month, but these meetings are also a unique opportunity that adds flavour to what CCOC is really about.
- Sarah invites everyone to send her their input via email for future Board agendas, the org chart, etc.
- Sarah is leaving for summer holidays on July 28<sup>th</sup>, and we be back August 20<sup>th</sup>. They have not assigned an acting ED yet, but have dispersed the roles between Department Directors for now.

## **8. Adjournment**

The meeting adjourned at 9:05 PM.

(M/C, Chris Yordy)

**Next meeting: August 31<sup>st</sup>, 2022.**