



**Ottawa
Social
Housing
Network**

OSHN Merger Workshop

1:00pm to 2:00pm, Friday, November 26, 2021

Courtney Lockhart, Taiga Non-Profit Housing

Ray Sullivan, Centretown Citizens Ottawa Corporation

Lisa Goodfellow, City of Ottawa

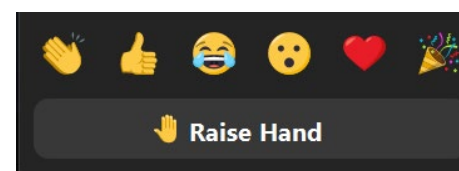
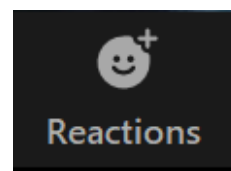
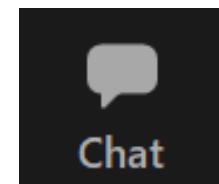
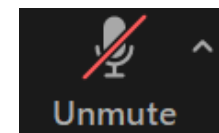


**Ottawa
Social
Housing
Network**

CCOC-Taiga Merger Workshop

How to use Zoom during the meeting

- Mute your microphone to minimize background noise
(Your microphone is muted when the icon has a line through it)
- If you are calling in to the meeting, please mute your phone
- Use the chat box for questions and technical issues
- Show us your reactions!





CCOC-Taiga Merger

CCOC

- 52 Properties
- 1585 Apartments
- Mixed portfolio
- 65 Staff

Taiga Non-Profit Housing

- 2100 Scott Street
- 104 Apartments
- HSA Provincial Reform
- Property management company



January
2020



July
2021



December
2021





CCOC-Taiga Merger: The Beginning....

Why a Merger?



- Protects the Taiga building
- Maintains affordable housing in the community
- Transitions Taiga to CCOC, who have a great reputation as a landlord
- Supported unanimously by Taiga Board of Directors
- Maintains Taiga mission and values
- Initiated by Taiga and possible because of good management and maintenance practices over the past few years



CCOC-Taiga Merger: The Beginning....

Why a Merger?

- ➔ Project Manager Consultant
 - Kept us moving
 - Valuable “outsider” perspective

- ➔ Joint Legal Counsel



FYI Creative Communication
Theresa Whalen
4401 Piperville Road, Ottawa, Ontario K1G 3N4
Phone: 613-325-7321 • Email: tw-fyi@rogers.com
#FYICreativeComm



ROBINS APPLEBY
BARRISTERS + SOLICITORS



CCOC-Taiga Merger: The Beginning....

Why a Merger?

➔ CCOC's perspective:

- Preserves housing by increasing resilience
- Makes overhead costs more efficient
- Sector is stronger with more well-resourced medium-sized providers

➔ Risks

- Underfunded capital reserves
- End-of-Mortgage Scenario





CCOC-Taiga Merger: The Middle....

➔ The process

- Target date and timeline
- Due diligence
- Decision-making:
 - Taiga Non-Profit Housing Corporation (April 2021)
 - CCOC Board (Jan 2021) & Membership (March 2021)
 - Lenders
 - Service Manager
 - MMAH
 - Ministry Gov & Consumer Services





CCOC-Taiga Merger: The Middle....

➔ Tenant engagement

- Tenant meeting (Feb 18)
- CCOC Plant Days (May 8)
- CCOC Tenant Orientation (June 22 & 23)
- Follow-up calls
- Tapering office hours
- December celebration?





CCOC-Taiga Merger: The (almost) End....

► Lessons we learned

- Coordination with out-going property managers
- Staffing responsibilities
- Tenant engagement and change management: culture shift?

► Service Manager Perspective

► Closing thoughts





**Ottawa
Social
Housing
Network**

CCOC-Taiga Merger Workshop

Questions?





**Ottawa
Social
Housing
Network**

Thank you for joining us!

Thank you Courtney, Ray, Lisa, Kaeli and Marie-Josée