



2011 NEEDS ASSESSMENT REPORT

December 16, 2011

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
1.0 INTRODUCTION	6
2.0 NEEDS ASSESSMENT SURVEY	6
2.1 Study Design & Method	7
2.2 Needs Assessment Sample.....	8
3.0 SUMMARY OF KEY ISSUES AND RECOMMENDATIONS.....	9
4.0 DETAILED ANALYSIS- NEEDS ASSESSMENT SURVEY.....	13
Theme 1: Building Data.....	13
Theme 2: Capital Planning	14
Theme 3: Energy / Environmental Management	16
Theme 4: Code / Legislative Compliance.....	17
Theme 6: Housing Provider Training & Education, Resources, Support	19
Theme 7: Service Manager/DSSAB Asset Management Staffing	20
5.0 TARGETS.....	20
6.0 CONCLUSIONS- LEARNINGS	21
APPENDIX A.....	Error! Bookmark not defined.
APPENDIX B.....	30

EXECUTIVE SUMMARY

INTRODUCTION

Ontario's social housing stock is aging with a high percentage in need of capital repairs. In 2008 the Asset Management Centre of Excellence was provided with seed funding from the Province of Ontario to begin to address this issue from an operations perspective.

In a study conducted by the Social Housing Services Corporation (SHSC) in 2009, *Closing the Gap: Finding Ways to Overcome Capital Shortfalls in Ontario's Housing Portfolio*, paying for these repairs and the upkeep of buildings was seen as the most critical issue facing Ontario's social housing sector. Ontario's social housing portfolio is a \$40 billion asset and it houses hundreds of the thousands of the provinces most vulnerable citizens. With an aging population the demand for increased and different types of social housing options will increase.

As a result of this deep capital funding shortfall, Service Managers/DSSABS and housing providers continue to face challenges with limited staff capacity and a growing gap between capital repairs and available money to maintain and improve their buildings. In addition to this capital funding issue, it has been generally recognized by the sector that systematic and standard asset management capacity is lacking.

The Asset Management Centre's key objectives in working with the sector to help address these challenges are to coordinate efforts to set standards, provide research and training and create and maintain a knowledge base to support best practices.

NEEDS ASSESSMENT SURVEY

Given the continuing concern about the need to more strategically manage capital assets, the AMC recognized the importance of confirming with sector practitioners what they saw as the key asset management priorities. In 2011, AMC undertook a Needs Assessment survey using qualitative interviews with a random sample of Service Managers/DSSABS and housing providers, as well as informal focus groups and site visits. Service Managers/DSSABS and housing providers were asked to provide an overview of their top issues, needs and challenges as well as to recommend ways in which AMC can assist in addressing these challenges.

Participation in the Needs Assessment included a representative sample of 11 Service Managers/DSSABS, and 30 housing providers which included 8 Local Housing Corporations (LHC's), 11 non-profit organizations, and 11 housing co-operatives (3 of which were federal co-ops). All quadrants of the province were represented.

The survey was conducted by AMC staff with on the ground, practical experience in asset management.

SUMMARY OF KEY ISSUES AND RECOMMENDATIONS

A common thread throughout the interviews was the priority need for training and education to build capacity among housing providers in the area of building maintenance and improvement. Also identified, although often inadvertently, was the need to set best practices for asset management excellence. In some instances the interviews yielded differences in perceptions and understandings of the perceived needs compared to the actual observed needs of the interviewers. Service Managers/DSSABs and housing providers also had a different understanding of asset management which is reflected in this report.

DETAILED ANALYSIS - NEEDS ASSESSMENT SURVEY

Participants were asked to respond to key questions from each of the seven main themes contained in the survey instrument as follows:

- **Theme 1: Building Data:** Participants were asked a series of questions (type, use, reporting, access) specific to systems in place for tracking building data. Evident through the responses is the need to develop a sector wide data collection mechanism for building information; the tool must also be accessible and practical at the housing provider level.
- **Theme 2: Capital Planning:** The survey inquired about long term planning, capital reserves and SHRRP money. Many Service Managers/DSSABs and housing providers are not aware of their exact funding shortfall and do not engage in long term planning.
- **Theme 3: Energy / Environmental Management:** The interview enquired about energy audits and measures in place to improve energy efficiency and conservation. There is a general tendency from respondents to undertake processes relating to energy conservation, though involvement is limited based on capacity.
- **Theme 4: Code / Legislative Compliance:** Participants were asked about their compliance to major codes and legislation. Overall, the state of properties as assessed for external requirements report that they are in compliance.
- **Theme 5: Preventive Maintenance, Inspections & Cleaning:** The questionnaire probed at plans in place for preventive maintenance as well as internal maintenance and cleaning functions, including housing provider asset management staffing. A relatively low percentage of respondents indicate that they have a preventive maintenance program and many contract out building maintenance and cleaning functions.
- **Theme 6: Housing Provider Training & Education, Resources, Support:** Participants were asked about their training needs. All respondents indicated a need for more training.
- **Theme 7: Service Manager/DSSAB Asset Management Staffing:** Service Managers/DSSABs were asked about levels staffing and the capacity of that staff. Most indicated that staffing levels and capacity was generally low.

TARGETS

Results of the Needs Assessment strongly suggest that the AMC's greatest focus should be on building maintenance workers and/or contractors, since these positions have the greatest impact on the daily and long-term condition of the buildings. This should be supported with more education, training and resources directed to housing provider staff. It was evident that collaboration between AMC and Service Managers/DSSABs is critical because Service Managers/DSSABs have ultimate responsibility for the stock and have significant influence over how housing providers manage and maintain their properties.

LEARNINGS

The Needs Assessment revealed several significant needs/gaps within the sector and has implication for AMC's business plan. These include:

- The need for stable funding for the development and implementation of the AMC as "the" resource for the sector
- The need for improved collaboration among sector organizations and service managers around asset management issues, resources, product development
- The need for increased capital funding
- The need for relevant and practical training programs to increase housing provider staff capacity in asset management principles and best practices
- The need to address the lack of housing provider economies of scale(s)
- The need to strengthen housing provider governance structures to enable effective asset management
- The need to inspire housing provider boards and staff to achieve excellence in asset management
- The need to rectify the disconnect between perceived needs and actual needs among Service Managers and housing providers (adoption of best practices/standards)

NEEDS ASSESSMENT SURVEY RESULTS

1.0 INTRODUCTION

The survival of a large portion of Ontario's social housing depends on effective building maintenance and the strategic management of capital assets. Much of the province's social housing stock is aging and building conditions are becoming an increasingly important area of concern. Essential capital repairs are often being deferred because of limited staff capacity and the growing gap between capital repair costs and available dollars. This poses significant risks to resident safety, legal liability, as well as the vitality of surrounding communities. Housing providers and Service Managers/DSSABs in Ontario are facing serious challenges in maintaining and improving the community housing stock.

In response, Ontario's social housing sector, municipalities and the provincial government established the Asset Management Centre¹ (AMC) in 2008. AMC is governed by a Board of Directors and involves sector representation through its Advisory Council and Reference Groups; including representatives from: Canada Mortgage and Housing Corporation (CMHC), social housing providers, Local Housing Corporations (LHCs), The Agency of Co-operative Housing, and the Ministry of Municipal Affairs and Housing (MMAH).

AMC coordinates efforts within the sector to set standards and develop a framework for the maintenance and improvement of social housing buildings. The AMC provides relevant tools, resources and training, and assembles and maintains a research and knowledge base to support informed decision-making. In addition, AMC identifies opportunities and approaches to improve and repair the community housing stock. It identifies and develops best practices and standards.

The mission of the AMC is *“to be the leading centre of asset management excellence, helping community housing providers to maintain their properties to a high standard.”*

The AMC is guided by its four fundamental principles: 1) Preventive Maintenance, 2) Effective Capital Management, 3) Environmental Sustainability, and 4) Safety in the Workplace.

2.0 NEEDS ASSESSMENT SURVEY

In 2011, the Asset Management Centre (AMC) undertook a comprehensive Needs Assessment initiative with Service Managers/DSSABs and housing providers across the province to determine: 1) AMC's target audience; and 2) what asset management services, products and resources are essential to the sector. In addition, the Needs Assessment addressed the issues and challenges faced by the sector and provided participants the opportunity to suggest tools and resources that would improve asset management

¹ AMC Partners include Co-op Housing Federation of Canada (Ontario Region), Ontario Municipal Social Services Association, Ontario Non-Profit Housing Association, Social Housing Services Corporation Financial Inc., Social Housing Services Corporation, City of Toronto.

practices. The learnings from this province-wide initiative are highlighted in this report and are intended to inform the AMC business plan.

This report summarizes the results from the Needs Assessment, in particular the key issues and recommendations and provides a detailed analysis of the main themes addressed from the perspectives of both Service Managers/DSSABs and housing providers.

2.1 Study Design & Method

The Needs Assessment was designed to use a qualitative approach and included a combination of methods to collect information such as interview surveys, informal focus groups and site visits. One-on-one open-ended interviews with Service Managers/DSSABs and housing providers were the primary method used to collect the data. This approach was intentionally selected in order to provide a level of comfort for the participants when responding and to reduce interviewer bias. As a result, the interviews elicited rich and valuable information. In all instances housing provider interviews were combined with site visits by the AMC interviewer. A total of fourteen focus groups were conducted in conjunction with various sector meetings and the results have been incorporated in the analysis. Although a qualitative design was undertaken for the Needs Assessment, some data in this report has been quantified based on recurring responses to particular themes and issues.

Given the nature of the Needs Assessment, the targeted population were Service Managers/DSSABs and housing providers and a representative sample was derived to reflect this population; reflecting the quadrants of the province. The survey was conducted by AMC staff with on the ground, practical experience in asset management. Two survey instruments were administered, one for each population group (Appendix A & B for the survey instruments). The survey questions were categorised into seven main themes:

Survey Themes:

Theme 1: Building Data

Theme 2: Capital Planning

Theme 3: Energy/Environmental and Waste Management

Theme 4: Code/Legislative Compliance

Theme 5: Preventive Maintenance, Inspections and Cleaning

Theme 6: Housing Provider Training & Education, Resources, Support

Theme 7: Service Manager/DSSAB Asset Management Staffing

2.2 Needs Assessment Sample

Participation in the Needs Assessment included a representative sample of 11 Service Managers/DSSABs, and 30 housing providers which included 8 Local Housing Corporations (LHC's), 11 non-profit organizations, and 11 housing co-operatives (3 of which were federal co-ops). The number of participants, Service Managers and housing providers is noted in Table 1.

Table 1: Sample participating in the Needs Assessment

Total Population Assessed	Number
Service Managers/DSSABs	11
Housing Providers (<i>including 8 Local Housing Corporations</i>)	30
Non-Profits	11
Co-ops (<i>including 3 Federal Co-ops</i>)	11

Table 2 indicates the Needs Assessment participants (Service Manager/DSSAB, LHC, Co-op, Non-Profit).

Table 2: Housing Providers Participating in the Needs Assessment

CMSM/DSSAB	Local Housing Corporation	Housing Co-operatives	Non-Profit Providers
City of Ottawa	Ottawa Community Housing	Cartier Square Co-operative	Barrhaven Non-Profit
City of Kingston	Kingston Frontenanc Housing Inc.	Kingston Co-operative Homes	City Homes Kingston
Niagara Region		La Co-operative l'habitation Beuparlant (PM)	Niagara Falls Municipal Non-Profit (PM) & Thorold Municipal Non-Profit (PM)
City of Windsor	Windsor- Essex Housing Corporation	Labour Sponsored Community Development Group (PM)	Heimathof Retirement Home Inc. (PM)
City of Greater Sudbury & Algoma	Greater Sudbury Housing Corporation	Maison Co-operative St. Jacques Inc.	All Nations Family Housing Corporation
City of Toronto		Niagara Neighbourhood Co-operative Homes (PM)	Euhome Corporation
City of Hamilton	City Housing Hamilton	Halam Park Housing Co-operative	Stoney Creek Non-Profit Housing Corporation
City of London	London-Middlesex Housing Corporation	Whiteoak Heritage Housing Co-operative Inc.	Marconi Non-Profit Housing Corp. (PM)
Peel Region	Peel Living		
District of Thunder Bay Social Services Administration	District of Thunder Bay Housing Corporation		Kakabeka Legion Seniors Development Corporation

Location	Federal Co-operatives
Thunder Bay	Castlegreen Housing Co-operative
Ottawa	Quarry Co-operative Incorporated
London	Westminster Housing Co-operative

3.0 SUMMARY OF KEY ISSUES AND RECOMMENDATIONS

This section of the report provides an overview of the key issues noted by the participants with respect to asset management. This has implications for the AMC business plan based on observed and stated needs. The interviewer posed questions relating to the top three challenges Service Managers/DSSABs and housing providers faced in maintaining and improving the condition of buildings. The responses highlighted issues observed, needs and gaps expressed, and challenges faced. Table 3 summarizes these responses by issue category and ranks the issues based on the number (%) of participants who articulated these challenges. Further, participants were asked to recommend ways in which AMC can assist in effectively addressing the challenges identified, thinking beyond the challenge of lack of money and time. The recommendations are noted in Table 3.

The needs and issues identified by participants align with the AMC staff site visits which included a comparison of the responses to the condition of the properties. Explicit through the interviews is that there is a general and acknowledged lack of capacity among housing providers in the area of building maintenance and improvement. Consistent reiteration was the need for training and education as the preferred method to build capacity. The spin off being the provision of forums that contribute to several of the recommendations also identified by respondents (i.e., networking opportunities, tools, templates, information sharing).

Identified by housing providers of all size, and many service managers/DSSABs, is the need for one access point which tracks technical legislation changes, new legislation and codes that apply to housing provider operations. Inferred is the need for a “Clearinghousing of Technical Information”, a repository of asset management information; primarily relevant technical legislation and codes; monitoring of changes and developments as they occur.

Participants also suggested the need for a library that includes generic templates and tools which housing providers can customize for their own purposes. Types of generic templates and tools stated are listed below.

Specifications	Capital Plans	Contracts
Scopes of work	Inventory Control Sheets	Unit history files
Requests for Proposals	Preventive maintenance schedules	Annual Inspection process and checklists
Glossaries of terms- by category	AODA customer service policy	Standardized pricing information
List of what documents to keep and for how long	List of questions for specific contractor types	General Documentation (logs, checklists, equipment checks)
Summary of information about contract documents, etc. (primers)	Sample Policies (asbestos management, emergency response etc.)	Board governance- List of questions boards should be asking about asset management

Housing providers and service managers/DSSABs suggested that they need ongoing access to objective technical advice and project management services. The technical services recommended included:

Assistance in working with contractors	Assistance in working with consultants	Assistance with interpreting and updating BCAs
Contract Administration	Standardized data collection system	Hotline to expert advice
Knowing when to call a professional	Facilitate bulk purchasing opportunities	Facilitate collaborative maintenance tendering
Resources, services, templates, research related regeneration of housing and new construction	Facilitate group tendering project management contract administration-capital	Facilitate collaborative BCA tendering

The needs assessment interviews with local housing corporations emphasized a need for networking opportunities amongst building maintenance workers and management staff so that they can benefit from sharing experiences, research, contractor contacts and best practices.

Notwithstanding the recommendations, it appears however that there is significant need (much more than the 10% suggested) to develop and promote best practices and standards for asset management excellence. Through the Needs Assessment it became evident that in many cases housing providers and Service Managers/DSSABS similarly stated that, *“We don’t know what we don’t know.”* and *“We’re not sure what we should be working towards.”* The setting of best practices and standards was one of the key principles in the establishment of AMC, based on sector and provincial perspectives.

Through the interviews it was apparent that there is often a difference between the needs perceived by the housing provider vs. the needs observed by the interviewer at housing provider sites. While the interviews were not set up to detangle these issues, there may be reasons for the perception that *“Everything is fine; we don’t really need any help.”* Given that housing providers indicated the need for clarity about what they should be working towards, highlights the discrepancy between the perceived and observed needs. A lack of motivation and inspiration for improvement resonated among housing provider asset management staff; most expressed that they are *“over-worked and under-paid”*. The interviews also highlighted a disconnect between some Service Manager’s perspective of asset management practices within their portfolios of housing providers and what was actually being practiced among those portfolios. While most housing providers articulated that their service managers/DSSABS have significant influence on the asset management practices of providers, service managers/DSSABS acknowledged the need for resources and tools that will improve their own capacity to assist housing providers to improve the condition of the buildings within their portfolio. Reaffirmed through the Needs Assessment is that social housing is an economically stretched sector. Much of the sector has not historically managed their costs and/or available funding effectively. Housing providers believe they cannot afford additional asset management resources and services.

Service Managers/DSSABS and housing providers expressed the importance of getting Boards and senior management staff to pay attention to the long term viability of their organizations and investing in the staff that have the responsibility for caring for their buildings.

Table 3
Summary of the Key Issues and Recommendations Identified by Service Managers, Housing Providers and Local Housing Corporations

1	Training & Education
<i>Recommendation</i>	<p>A formal training program based on principles of effective asset management. Training to be available in various formats (classroom, web-based, CD, etc) specific to building maintenance staff.</p> <p>Key subject areas for workshop sessions suggested:</p> <ul style="list-style-type: none"> ● Building Maintenance ● Safety ● Capital Planning & Management ● Contract Administration ● Tenant/Member Liaison <p>LHCs and Service Managers recommended establishing an Accreditation or Certification Program for building maintenance workers.</p> <p>82% of participants identified training & education as a primary issue and challenge</p>
2	Clearing house of Technical Information
<i>Recommendation</i>	<p>Repository of asset management information, technical legislative changes. Clearing house to be web-based but to be widely distributed in print format. The clearing house to include information about potential rebates and their associated application processes.</p> <p>55% of participants identified clearing house of technical information as a need.</p>
3	Generic Tools & Templates
<i>Recommendation</i>	<p>Develop and maintain a library of generic templates which a housing provider can customize for their usage. Tools to include: interview questions for contractors; summaries of sample policies. The resources to be available in on-line and in print formats.</p> <p>42% of participants recommended the need for generic tools and templates to assist in assessments.</p>
4	Technical Services
<i>Recommendation</i>	<p>Provide objective advice and project management services. Provide "hotline" access to technical experts.</p> <p>37% of respondents reiterated the issue pertaining to technical services.</p>
5	Networks
<i>Recommendation</i>	<p>Facilitate the development of on-line and/or phone networks for maintenance workers and managers (LHCs.)</p> <p>32% of participants articulated this recommendation.</p>
6	Contractor Listings
<i>Recommendation</i>	<p>Develop and maintain listings by geographic region of high quality, reliable contractors who will do work in the area. Should be available in on-line and print formats.</p> <p>24% of participants identified usefulness of contractor listings.</p>

Summary of the Key Issues and Recommendations Identified by Service Managers, Housing Providers and Local Housing Corporations

7	Technical Research
<i>Recommendation</i>	Undertake or source-out research about technical issues and innovative approaches to building maintenance. 13% of participants recommended research in the area of building maintenance.
8	Review of Buildings and Maintenance Practices
<i>Recommendation</i>	Provide an objective review of the general condition of the buildings (not a professional BCA) and the effectiveness of maintenance practices; use established best practices as measurement tool. Develop and implement an annual unit inspection service. 11% of the participants suggested issues pertaining to review of buildings and maintenance practices
9	Standards & Best Practices
<i>Recommendation</i>	Develop a program of best practices so that service managers and housing providers have a standard against which to measure themselves in their asset management performance. <i>Note: The setting of best practices and standards was one of the key principles in the establishment of the AMC.</i> 10% of respondents highlighted the usefulness of best practices in assisting them in asset management performance.
10	Consultant Listings
<i>Recommendation</i>	Develop and maintain listings by geographic region of quality, reliable consultants who will work in the area. Should be available in on-line and print formats. 10% of participants noted consultant listing as being a useful resource.
11	Leveraging Capital Reserve Funds
<i>Recommendation</i>	Develop a plan to address current and future capital reserve fund deficiencies. <i>Note: Low level of interest in this issue may be because it is not perceived to be an AMC issue.</i> 8% of respondents suggested that a 'plan' for addressing future capital reserve funds would be helpful.

The focus group sessions addressed additional unique issues and challenges captured below:

- Difficulty keeping market rents affordable while maintaining a healthy capital reserve
- Coping with poor original construction practices
- Asset management is a challenge for non-property management staff (supportive housing sector)
- Staff capacity- lack of dedicated asset management staff, and access to contractors; high turnover of staff resulting in loss of momentum
- Support capacity- lack of support for asset management within the context of Service Managers
- Some participants from the aboriginal groups were not keen on using AMC, rationale was not provided

4.0 DETAILED ANALYSIS- NEEDS ASSESSMENT SURVEY

This section of the report provides a comprehensive discussion of the interview responses to key questions from each of the broad themes discussed with the participants. Each theme is structured with related content from Service Managers/DSSABs and housing providers.

Theme 1: Building Data

Building data collection, tracking and monitoring are essential components of asset management. Participants were asked a series of questions (type, use, reporting, and access) specific to systems in place for tracking building data. Evident through the responses is the need to build capacity to systematically track building data and processes.

Service Managers/DSSABs

Noteworthy is that consistent data collection is not practiced across the sector. While the majority (60%) of Service Managers/DSSABs reported the use of an electronic/automated system for collecting and processing building data in their portfolio, others were not tracking this information at all. For the latter, reasons cited included researching into purchasing a specialized program; while some felt that it was not a worthwhile endeavour. Asset Planner is used by half of the interviewed Service Manager/DSSAB's that were engaged in collecting building information.

Housing Providers

Most of the housing providers stated that they were tracking building data and or building maintenance in some measure, 34% use specialized tracking software such as HM Worx (*most popular*), Yardi, Megamation, Info Tracker, and ReCap. Another 38% use either a paper based or spreadsheet system (*Excel, Access*). For the providers who use a paper tracking system some indicated that they are in the process of implementing Asset Planner. In addition, nearly 50% of the providers (including LHCs) noted that their Service Manager/DSSAB has access to the data with most indicating that it is upon request only or through their Operational Review and/or Annual Information Returns (AIR). It appears that only the LHC's have robust systems of data collection and/or a systematic way of tracking capital projects.

ISSUES

The use of technology for most of the non-LHC housing providers is limited. This should impact the delivery methods for AMC products and services and use of Asset Planner in the future.

Consideration should be given to a province wide data collection system that would be beneficial for the Service Managers/DSSABs and housing providers to collect systematic tracking building data.

Theme 2: Capital Planning

Service Managers and housing providers alike were asked questions about their engagement in capital planning, Building Condition Audits (BCA) and Replacement Reserve Fund Studies (RRFS), and the process in place for annual funding and long term plans. For housing providers that received Social Housing Renovation and Retrofit Program (SHRRP) funding additional questions probed the projects the capital went towards.

Service Managers/DSSABs

All of the Service Managers interviewed have conducted Building Condition Audits (BCA) and/or Replacement Reserve Fund Studies (RRFS) on behalf of all or some of the housing providers in their portfolio with most conducted between the 2003 and 2007. In addition, 30% of Service Managers/DSSABs noted that they received and/or gave grants for the studies and 10% used the AMC Resource Kit to establish specifications. With regard to the annual funding shortfall for their RRFS, 60% of Service Managers know that the shortfall is significant but were not of aware of the exact amount and could not provide an estimate. The latter was attributed to, not having comprehensive BCA/RRFS, and therefore the lack of a demonstrable number. Some analysis however, on capital requirements versus capital money had been conducted by several housing providers. For those that provided an estimate (or exact number), the shortfall ranged from \$3.5 million to \$600 million.

Service Managers /DSSABs were asked to identify the year the majority of their portfolio is expected to exhaust their capital reserve funds; 70% did not know and the remainder indicated anywhere from 2013 to 2022. In terms of having a plan for when funds are exhausted, 20% of Service Managers/DSSABs had a Major Repairs Fund or emergency reserves and only one Service Manager identified using a data/information collection system to assist with their long term planning. For the Service Managers/DSSABs who do not have a plan in place, they noted that in a worst case scenario they could borrow against equity or just respond when required. One Service Manager noted that their municipality has a “*pay as you go*” model and does not have a healthy reserve fund for housing because the Council views housing as a liability and not an asset.

In regard to Service Managers’/DSSABs’ *oversight* and management of housing providers’ capital work, their involvement ranges from direct intervention to making suggestions. This includes monitoring reserve loan projects, helping to find consultants, project management, giving advice as well as providing a second set of eyes and making recommendations. Nearly all of the Service Managers had some form of tracking capital planning and capital work for the housing providers in their portfolio. The most popular tracking method was through Annual Information Returns (AIRs) (often in conjunction with an operational review) and reviewing the Capital Reserve Guide for allowable expenses.

Housing Providers

Approximately half of all housing providers had a recent (2008-2011) BCA and RRFs conducted; the remainder were conducted between the time periods of 1998 - 2007. Of the reported immediate concerns identified through the most recent BCA/RRFS, for nearly 60% of providers these were related to mechanical and building envelope issues. These included items such as railings and stairs, septic systems, air make-up units, roofs and windows, boiler replacements, mould and electrical issues.

On average, two-thirds of housing providers indicated that they have an annual process for capital planning. Of these, 100% of LHCs and federal co-ops have an annual process and only 44% of other housing providers have one in place. Not all of the providers identified their process in detail though there were several providers who described lengthy planning sessions with their Board, co-op members, or with a Capital Budget Committee. Some providers reported looking at the BCA and incorporating it with their own building knowledge to make recommendations to the Board for the upcoming year. Housing providers who did not identify having an annual plan either have a five year plan (or longer), while others indicated issues related to timing to get an annual plan completed, lack of knowledge about the process, or do not find it of relevance. Others suggested that if there wasn't any capital money, there was no value in developing capital plans.

Long term capital planning (5, 10, and 25 years) was not an issue that resonated among housing providers. In fact, many do not have long term plans and operate year to year with needs determined by approval from the Board. Clear from the responses is that there is a general belief that reserve funds are not adequate to do the work, "*there is no point to plan for it*". Others find that it is pointless to plan for more than 10 years because it is difficult to predict what is going to happen. With the providers that have planned for the long term, their process involves annual inspections, looking at strategic capacity and determining where the organization wants to be in 10 years; which includes fine tuning the process every year based on needs versus BCA requests. Several housing providers had hired consultants to help with the planning and work.

Most providers (93%) received SHRRP funding with the amount ranging from \$19,000 to \$36 million. The reported projects undertaken were mainly for replacing roofs, pipe replacements, furnace and boiler replacements, elevator upgrades, new windows, appliances, toilet replacements, as well as some investing in renewable energy (REI) projects.

ISSUES

Vocalized is the need for the availability of tools that help to work with technical BCA/RRFS, with simple instructions to help "figure out the capital stuff."

Service Managers/DSSABs are not aware of their capital reserve or RRFs shortfall in terms of how much they have left or when it will be exhausted. Highlighted is the need for more comprehensive building data to be available on an ongoing basis.

Long-term planning is not a process consistently adopted by Service Managers/DSSABs and/or housing providers (with the exception of most LHCs). Most capital reserve funds will be exhausted in the next 10 years and many Service Managers/DSSABs do not have a plan for this inevitability. Also, many housing providers do not see the point in long term planning and less than half of the housing providers have a

plan in place.
Over half of all housing providers have serious maintenance and structural concerns that were not alleviated by the SHRRP funding, indicating a potential need for emergency funding.
The perception is that 'housing is a liability rather than an asset'.

Theme 3: Energy / Environmental Management

There are benefits for asset management to be aligned with the energy/environmental management initiatives. To gauge the level of participation in energy initiatives, the interviewer inquired about energy audits and measures undertaken to improve energy efficiency and conservation. From the data there is a general tendency by both Service Managers/DSSABs and housing providers to undertake initiatives around energy conservation; however the extent varied based on their capacity to implement.

Service Managers/DSSABs

Only 10% of the Service Managers/DSSABs participating in the assessment had conducted an energy audit on behalf of all of the providers in their portfolio and half (50%) conducted a partial energy audit for some providers as a requirement for SHRRP, or at a high level for the Renewable Energy Initiative (REI). On average, 60% of Service Managers/DSSABs indicated that they have implemented or assisted with portfolio-wide energy management measures. Those who have implemented measures appear very active and have organized focused reviews, environmental committees and meetings with housing providers in this regard. Some of the programs utilized include Green Light Initiative Program, MEER, Enbridge, SEE forum, Incentive (surplus sharing) on energy efficiency capital and Union Gas programs (Helping Homes Conserve, Weatherization).

Housing Providers

Most housing providers (55%) reported having conducted an energy audit or system specific assessment for all of their buildings and 10% have conducted it for some buildings. On average, 90% of housing providers indicated that they have implemented some energy conservation measures. Of these, the most popular measures include: lighting retrofits (48%), heating and gas replacements (24%), and education programs for tenants/members (21%), of which half include participating in GLOBE's Community Champions program. Other notable initiatives include appliance upgrades (17%), having tenants/members pay for their own utilities (17%), and replacing/limiting thermostats (10%).

On average, 79% of housing providers indicated that they have implemented water conservation measures. The most common measure introduced is installing low flow toilets (76%), of which some were purchased with SHRRP money. Low flow shower heads were also implemented by 28% of providers. Other measures, though less popular, include aerators, rain barrels, front load washers and new taps.

ISSUES

Over half of all Service Managers/DSSABs and nearly two-thirds of housing providers have indicated that energy audits and or assessments of some description have been conducted for their buildings.
Nearly all of the providers have moved ahead with implementing some energy management measures whereas just over half of the Service Managers/DSSABs have assisted with these measures.

Theme 4: Code / Legislative Compliance

Of significance in asset management is the state of properties as assessed by and for code and legislative requirements. Service Managers/DSSABs and housing providers were asked a series of questions pertaining to adherence and compliance with the Ontario Fire Code, Technical Standards and Safety Authority (TSSA) requirements, Occupational Health & Safety Act asbestos audits and elevators.

Service Managers/DSSABs

Most of the participating Service Managers/DSSABs reported that they monitor in some measure the compliance of their housing providers with code and legislative requirements (usually through operational or maintenance reviews). 70% of Service Managers/DSSABs report that their housing providers have conducted asbestos audits, with 20% paid for by the Service Manager. Interestingly in some cases while the Service Manager/DSSAB sent out information about the requirement to complete asbestos audits, but there was little awareness or tracking if the asbestos audit actually occurred.

Housing Providers

The majority of the housing providers (97%) reported that they are in full compliance with the Ontario Fire Code. In addition, many housing providers (72%) indicate they have an up-to-date fire safety plan on-site that has been approved by the municipal fire department.

On average, 54% of housing providers have conducted an asbestos audit. Of these, nearly all of the LHCs have completed portfolio wide asbestos audits whereas about one-third of other housing providers had completed an asbestos audit. For the housing providers that did not complete an asbestos audit, the primary reason was the prohibitive cost. Some were waiting for Service Managers/DSSABs to pay for the audits and some reported that they were certain their buildings do not contain asbestos.

The majority of providers (62%) have elevators in their building. Of the providers who have elevators, 44% have indicated they have maintenance issues ranging from “getting stuck,” oil leaks, and the air conditioner breaking down.

ISSUES

A high percentage of Service Managers/DSSABs indicated that they were at all times in full compliance with applicable codes and legislation. Observations at the site were often contrary to this particularly as it relates to Occupational Health & Safety Act compliance.

Many housing providers have not completed required asbestos audits.

Theme 5: Preventive Maintenance, Inspections & Cleaning

A crucial component of asset management is preventive maintenance and cleaning. The capacity and processes in place to ensure preventive maintenance has significant bearing on the condition and quality of buildings, thus impacting the sustainability of the social housing asset. The interviews inquired about preventive maintenance programs and schedules implemented, including the frequency of building/property inspections and if after-hours emergency maintenance systems were in place.

Service Managers/DSSABs

Based on the responses from the participating Service Managers/DSSABs, less than half (40%) reported that they have a preventive maintenance program in place. Some Service Managers/DSSABs noted that they have required their housing providers to implement a preventive maintenance program and that they check for it through operational review. For Service Managers/DSSABs without a preventive maintenance initiative, 50% stated that they will have one in the future with 40% considering the AMC preventive maintenance program. Some Service Managers/DSSABs highly recommended ONPHA's Preventive Maintenance manual and some would like to test drive a preventive maintenance program with a couple of providers before implementing full scale.

40% of Service Managers estimated that their housing providers contract out building maintenance while some were not aware; 60% have their own employees who are responsible for building maintenance. Service Manager/DSSAB estimates of the number of providers who contract out property management ranged from 5% to 80% of the portfolios. Some Service Managers/DSSABs are in discussions and considering having their LHC manage other housing provider properties but they acknowledged the autonomy, size issues were key considerations.

Housing Providers

On average, 59% of housing providers reported that they have a preventive maintenance program plan in place with 38% of those indicating that it is a formalized program. LHCs have the most formalized programs and co-ops (both federal and non-profit) having the least formal preventive programs and stating that they were more likely to "*wing it*". Some of the strategies developed by providers to stay on top of preventive maintenance include writing specific items in a calendar, putting step-by-step instructions on "*red duct tape*" at each piece of machinery, preparing a manual for each property with check lists for each component, inventory of all equipment and maintenance requirements on a spreadsheet and a daily visual inspection. Those who do not have a program in place indicated that it's "*in the coordinator's head*," that it's handled by contractors, or that they know the building and just do what's needed without recording anything.

A majority (72%) of housing providers indicated that they conduct annual unit inspections but the processes adopted ranged from providers doing the inspections in teams of two or more people with check lists and confidentiality agreements, to doing inspections just for fire inspection purposes to check the smoke detector. For building inspections, 86% of housing providers noted that they conduct regular comprehensive building/property inspections. While not all providers responded how often such inspections were conducted many indicated that they have a "*mix*" of inspections including daily, weekly, monthly and annual depending on what they are checking including 28% checking daily, 21% weekly, and others checking "*regularly*," monthly or annually. Nearly 90% of providers have an after-hours or on-call emergency maintenance system in place, with many having an on-site maintenance worker and/or a 24 hour emergency number.

Many providers contract out cleaning as either their permanent solution or in addition to their regular staff. On average 83% of housing providers indicated that they have regular cleaning staff. While many

have one or two full time staff per building, larger providers tend to have more comprehensive models with a team of maintenance workers performing cleaning duties. In the case of co-ops, they reported having their members perform cleaning duties. On average, 59% of providers regularly contract out building maintenance and cleaning responsibilities (including snow removal and landscaping, plumbing, electrical, cleaning and janitorial) and 21% contract out on an as needed basis (i.e., emergency maintenance or preparing a “bad turnover unit”).

ISSUES

A relatively low percentage of housing providers (59%) indicate that they have a preventive maintenance program of any description. Many housing providers do not have a formalized preventive maintenance program.

Unit and Building inspections while usually completed to some extent, they often lack a systematic or standardized process.

Increasingly, social housing providers are relying on property management firms for the day-to-day operations of their facilities. Generally, asset management services provided by property management firms are not adequate.

Theme 6: Housing Provider Training & Education, Resources, Support

This theme engaged the participants about training provided to maintenance staff, the types of training that would be essential and beneficial in improving asset management practices. Further, to inform the modes through which AMC resources and tools could be provided, the participants were asked whether maintenance staff have access to computer and internet.

Service Managers/DSSABS

A majority (90%) of Service Managers/DSSABS indicated that they provide training of varying types and extents, for housing provider building maintenance staff. Service Managers and housing providers identified the same training needs including: building maintenance (particularly preventive maintenance and building basics), health and safety (such as WHIMIS, fire safety systems, administration (administering contracts, making templates), learning more about tendering and contracts (proper tendering process, dealing with contractors, rating good and bad contractors), tenant member liaison (dealing with people, conflict resolution), understanding legal issues and professional training/accreditation. Only one housing provider (an LHC) noted that they are certified according to the Federation of Rental-Housing Providers of Ontario (FRHPO) building certification program. Most others were not aware of this certification program.

Housing Providers

On average, 72% of housing providers indicated that they provide some type of training for building maintenance staff. Of the providers who do provide training, LHCs are the most likely followed by federal co-ops and then non-profits. The housing providers identified the same training needs as the Service Managers/DSSABS (described above) with a very strong focus on preventive maintenance as well as health and safety training. Just a little over half (52%) of housing providers indicated that their

maintenance staff have computer and internet access. For the providers that do not provide computer access, 10% indicate that they are looking into providing access.

ISSUES

Service Managers/DSSABs and housing providers voiced the need for resources and practical, hands-on training for staff charged with the day-to-day building maintenance and improvement of the social housing stock.

Only half of all providers provide internet access for their building maintenance staff. This may make communication and information sharing a challenge.

Theme 7: Service Manager/DSSAB Asset Management Staffing

Service Managers/DSSABs were specifically asked questions relating to the significance and priority of asset management for them including whether they have staff assigned specific to the function, and areas that require improvement.

Service Managers/DSSABs

The majority (70%) of the Service Managers/DSSABs have staff specifically assigned to portfolio asset management and overwhelmingly stated that asset management is a major priority. In terms of how asset management practices could be improved upon by Service Managers/DSSABS, they had a number of suggestions including better integration of asset management principles into their day-to-day dealings with their portfolio, training housing provider staff, finding the right balance between imposing asset management objectives and expectations and respecting the autonomy of housing providers, conducting more technical reviews, improving the expertise and knowledge of housing providers and better integration of information technology.

ISSUES

The Service Managers/DSSABs indicated that more training related to asset management is required for their own staff and housing providers; asset management is viewed as a high priority for most Service Managers/DSSABs.

Areas for improvement: integration of asset management principles into their day-to-day portfolio, training staff, technical reviews, and integration of information technology

5.0 TARGETS

Resonating through the interviews and from the results of the Needs Assessment are two target market components: 1) operational-building maintenance workers/contractors, and 2) external stakeholders.

1) *Building Maintenance Workers/Contractors*

The AMC's target market should be building maintenance workers and/or contractors because they have the greatest impact on the daily and long-term condition of the buildings. It was evident from the Needs Assessment that the most under-resourced component of the social housing sector is the function of the "building maintenance worker". There are very few resources and services being

provided to this group to build their capacity and improve their performance. There is a need to focus increased resources on building maintenance workers because it has the potential to significantly impact on the improvement of asset management practices. The management staff, working in cooperation with the building maintenance worker on these issues, would be a secondary market. As indicated by housing providers and Service Managers/DSSABs, many acknowledged that they would like more training and resources related to building maintenance, health and safety, administration, tendering and contracts, tenant member liaison, asset management, legal issues, and professional training and/or accreditation for staff of housing providers.

2) *Service Managers/DSSABs*

The Needs Assessment process highlighted the imperative for the AMC to build a strong collaboration with Service Managers/DSSABs. Service Managers/DSSABs have the potential to (and in many case do) have a significant influence over their portfolio of housing providers in terms of how they manage and maintain their properties, particularly given their legislative mandate and funding relationship to these providers. The AMC's collaboration with Service Managers will provide access to a significant portion of the market and potentially enhance the Service Manager's capacity to provide asset management resources to their portfolio. Many of the challenges noted in the Needs Assessment are opportunities for AMC to collaborate with stakeholders and partners to provide the training, education and resources that are needed in the sector.

6.0 CONCLUSIONS - LEARNINGS

The AMC Needs Assessment verifies the immensity of the gaps and needs within Ontario's community housing sector related to improved resources and tools for asset management excellence. Through discussions with Service Managers/DSSABs and housing providers of various geographical locations, sizes and complexities, common issues and challenges have clearly emerged and are outlined in detail within this report. Most significant in this discussion is the need for ongoing, relevant and practical asset management training and tools for the building maintenance worker, property management staff and boards of directors. The importance of achieving improved standards in asset management excellence is, and has been for some time, obvious.

Significant barriers and challenges to achieving these high standards have also become obvious through these important client centred Needs Assessment discussions. It is incumbent upon the AMC and all of its partners to collaborate and to carefully consider and address these needs *and* barriers and explore and implement strategic solutions in business planning, public policies, operational priorities / procedures.

FUNDING	<p>The lack of strategic funding programs or systems in place will be a challenge in addressing funding gaps and needs, both for the development of the AMC and asset management as a discipline and priority within the community housing sector. The economic state of the sector has financial implications for housing providers. Most are so financially stretched that their ability to pay for additional asset management resources, services, day-to-day maintenance and capital planning work is extremely limited. This lack of secure revenue will impact on the viability of the AMC.</p>
SECTOR POSITIONING	<p>Stronger collaboration is essential amongst the key AMC partners, where mandates intersect, in order to leverage improved capacity in asset management. Lack of protocols among partner organizations is already leading to competition for similar products and services.</p> <p>There is significant confusion among Service Managers/DSSABs about the role of various sector groups and organizations in asset management resourcing. There is a perception that AMC is not equipped with the resources to be effective. In addition, property management firms and Service Manager/DSSAB technical staff may perceive AMC as a threat.</p>
IMPROVED ASSET MANAGEMENT TRAINING & RESOURCES	<p>The housing provider staff who are responsible for the care of buildings and facilities are most often under resourced in terms of training, education, resources and supports for asset management excellence. Practical and relevant asset management training and resources must be developed and made available to front line workers.</p> <p>It should be noted that the majority of the AMC's target market are lacking in equipment and infrastructure to do their job effectively (ie. computer, internet, etc.).</p>
GOVERNANCE	<p>Governance structures within housing provider corporations are not always conducive to effective asset management practices. Board members often have limited knowledge and qualifications to make decisions about valuable assets. Stronger education, long-term planning and engagement of boards is needed to implement improved asset management practices in the sector.</p>
STANDARDIZED DATA COLLECTION	<p>The lack of quality building data is very apparent through discussions with housing providers and service managers/DSSABs. Where formal building data is collected and tracked, there are many different processes and systems in use; leading to a lack of consistent data. These findings suggest that Ontario's community housing sector as a whole would benefit from a centralized data collection system.</p>

CLEARINGHOUSE OF TECHNICAL INFORMATION	There are many legislative requirements in the management of physical assets. Currently, there is no centralized resource library providing practical information for housing providers and service managers/DSSABs in knowing, understanding and implementing these technical requirements. The AMC should develop and update a clearinghouse of technical information; including library of associated tools and templates.
TECHNICAL SERVICES	There was a stated and observed need among housing providers for ongoing access to objective, qualified and reliable technical advice and project management services. As well, there was a stated need for service providers (contractors) who are qualified, reliable and trustworthy. There is general consensus that quality of technical workmanship is lacking within the community housing sector.
STANDARDS & BEST PRACTICES	There is a significant observed need to develop and implement best practices and standards for asset management excellence. In many cases housing providers and Service Managers/DSSABs do not have measurements for asset management performance. The setting of best practices and standards was also one of the key principles in the establishment of AMC, based on sector and provincial perspectives.
LEVERAGING OF CAPITAL RESERVES	There is a need for a sector wide strategy to address insufficient capital reserves <i>and</i> to effectively leverage capital for the future. Collaboration among sector groups will be critical to the revitalization of capital reserve planning.
NETWORKS	Local Housing Corporations in particular expressed the need for increased networking on technical issues, best practices and research.
PERCEIVED VS. ACTUAL NEED	There is a general disconnect between perceived needs and observed needs among housing providers and Service Managers/DSSABs. While observed asset management needs are significant, often the needs are not perceived as such by housing providers and/or Service Managers/DSSABs. This could impact on the use of AMC resources as they are not perceived to be necessary.

APPENDIX A**Needs Assessment Questionnaire****MUNICIPAL SERVICE MANAGER**

January 2011

Date of Survey:

Municipal Service Manager:

Total Number of Units in Portfolio:

Municipal Service Manager

Representatives:

AMC Representatives:

Ref.	Question	Response
1 SM	As service manager, describe the difference in your involvement with asset management issues among the municipally owned and non-owned stock within your portfolio.	
Building Data		
2 SM	As service manager, do you have an electronic/automated system for collecting and processing building data in your portfolio?	
3 SM	If you do have a data collection and processing system, what is it?	
4 SM	If you don't have a data collection and processing system do you have plans to implement such a system?	

5 SM	If you do have a system how is it managed? (i.e. who is responsible for input, updates, and verifications, reporting, etc.)?	
Capital Planning		
6 SM	Have you conducted Building Condition Audits and/or Replacement Reserve Fund Studies on behalf of the housing providers in your portfolio?	
7 SM	If not, why not?	
8 SM	If yes, when was the most recent study completed?	
9 SM	What was the identified annual funding shortfall in your RRFS?	
10 SM	According to your RRFS, by what year is the majority of your portfolio expected to have exhausted their capital reserve funds?	
11 SM	Do you have a plan for when those funds are exhausted? If so, please describe your plan.	
12 SM	Were there other studies previous to the most recent BCA/RRFS? When?	
13 SM	How do you track capital planning and capital work of housing providers in your portfolio? (e.g. AIR, database, etc.)	
14 SM	How effective is that to meet your current and future needs. Do you have plans for upgrading?	
15 SM	As a service manager, how are you involved, if at all, in the oversight and management of your housing providers' capital work?	
16 SM	Have you completed an analysis of the impact of SHRRP funding on your portfolio's capital reserves?	
17 SM	If you have completed an analysis, has the impact of SHRRP funding extended the date by which capital reserve funds are expected to be depleted? If so, to when?	
18	Other impacts of SHRRP?	

SM		
Energy/Environmental Management		
19 SM	Did you receive SHRRP funding for any Renewable Energy Initiatives? What were the projects and the associated funding allocations?	
20 SM	Have you conducted Energy Audits on behalf of the housing providers in your portfolio? If so, when were these audits conducted?	
21 SM	Have you implemented or assisted with portfolio-wide energy management measures?	
22 SM	Have any portfolio-wide energy conservation programs been implemented?	
23 SM	What incentives to improve energy efficiency, if any, are available to housing providers in your service manager area?	
24 SM	Do you regularly track electric, gas and water use and costs within your portfolio? If yes, how and what do you do with the results?	
25 SM	What water conservation programs have you implemented in your portfolio?	
26 SM	Do you have a waste reduction and recycling program? If yes, please describe.	
Code/Legislative Compliance		
27 SM	As a service manager, do you verify that your housing providers are in compliance with the Ontario Fire Code?	
28 SM	If yes, how is compliance verification conducted?	
29 SM	As a service manager, do you verify that housing providers are in compliance with TSSA requirements?	
30 SM	If yes, how is compliance verification conducted?	
31	As a service manager, do you verify that housing providers are in compliance with the Occupational Health	

SM	& Safety Act for: <ul style="list-style-type: none"> • Health & Safety Policy/Procedures • Designated Substances • Confined Spaces? 	
32 SM	If yes, how is compliance verification conducted?	
33 SM	As a service manager, do you verify that housing providers are in compliance with Ministry of Labour requirements for: <ul style="list-style-type: none"> • Roof Anchors • Construction Safety? 	
34 SM	If yes, how is compliance verification conducted?	
35 SM	Have Asbestos Audits been conducted for all housing providers within your portfolio?	
36 SM	As a service manager, do you verify that housing providers are in compliance with the Electrical Safety Act?	
Preventive Maintenance		
37 SM	Have you implemented a preventive maintenance program for the providers in your portfolio?	
38 SM	If you have implemented such a program, please describe what it is.	
39 SM	If you have implemented a preventive maintenance program, do you verify that your housing providers are using the program?	
40 SM	If you have not implemented a preventive maintenance program, do you recommend that housing providers implement such a program?	
Housing Provider Asset Management Staffing		
41 SM	What percentage of your housing providers hires their own building maintenance employees?	
42 SM	What percentage of your housing providers contracts-out building maintenance?	

43 SM	What percentage of your housing providers contracts-out the property management function?	
Housing Provider Training & Education, Resources, Support		
44 SM	Do you as a service manager provide training for your housing provider building maintenance staff?	
45 SM	If you do provide such training, please describe it.	
46 SM	Do you provide specific training for your housing provider staff related to energy and water efficiency and conservation? If yes, please describe it.	
47 SM	What percentage of the housing providers in your portfolio have staff with accreditation or formal qualifications in the area of building maintenance (e.g. Building Systems or Building Operator Diploma or Certificate)?	
48 SM	As a service manager, what other asset management resources and supports do you give to your housing providers?	
49 SM	From your experience, what training is most essential for housing provider building maintenance staff?	
50 SM	What percentage of the housing providers in your portfolio have staff with accreditation or formal qualifications in the area of property management (e.g. IHM, CPM, etc.)?	
51 SM	Are you aware if any of the buildings in your portfolio are certified according to the FRHPO building certification program? If so, how many?	
Service Manager Asset Management Staffing		
52 SM	As service manager, do you have staff specifically assigned to asset management? (i.e., building maintenance, capital work/planning, etc.)?	
53 SM	If you do, how many do you have and what are their key responsibilities?	
54	As a service manager, is asset management a priority for	

SM	you?	
55 SM	If asset management is not a priority, what is its competition?	
56 SM	As a service manager, what areas could be improved upon in your approach to asset management?	
Challenges & Gaps		
57 SM	What would you identify as the top three challenges to improved asset management practices within your portfolio?	
58 SM	What would you suggest would most effectively address those challenges for you as a service manager and for your housing providers?	
59 SM	How can the AMC assist you to address asset management challenges to improve the condition of buildings in your portfolio?	



APPENDIX B

Needs Assessment Questionnaire

HOUSING PROVIDER

January 2011

Date of Survey:

Municipal Service Manager:

Housing Provider Name:

Housing Provider Address:

Total Number of Units:

Funding Program(s):

Number of Buildings:

Housing Provider Representatives:

Name	Position	Contact Information

AMC Representatives:

Ref.	Question	Response
1 HP	Is this a municipally owned or non-owned portfolio?	
2 HP	Is property management contracted out?	
Building Data		
3 HP	Do you have a system for tracking data about your building(s)? If yes, what is it?	
4 HP	Who is responsible for input, updates and verifications and reporting?	
5 HP	Does your service manager have access to this data?	
Capital Planning		
6 HP	What are the dates of your most recent Building Condition Audit and Replacement Reserve Fund Study?	
7 HP	Who conducted the audit and/or study?	
8 HP	Were immediate concerns identified? If so, what were they?	
9 HP	Have those immediate concerns been addressed?	
10 HP	What was the identified annual funding shortfall in your RRFS?	
11 HP	According to the audit and / or study, by what year are the capital reserve funds expected to be exhausted?	
12 HP	Were there any previous BCAs or RRFSs? If so, when were they conducted?	

13 HP	Do you have a process for annual capital planning? Do you use this process regularly?	
14 HP	If you do have a process, please describe it.	
15 HP	Do you have a process for long term capital planning (5, 10 and 25 years)? Do you use this process regularly?	
16 HP	If you do have a process, please describe it.	
17 HP	Are building maintenance staff included in the capital planning process? If so, how?	
18 HP	Did you receive SHRRP funding? If yes, what was your year 1 funding allocation? What was your year 2 funding allocation?	
19 HP	What types of projects did you receive SHRRP funding to undertake?	
20 HP	Did you have to use your own capital reserve to complete any of the projects for which you received SHRRP funding?	
21 HP	Did you have to borrow from your own capital reserve to complete any of the projects for which you received SHRRP funding?	
22 HP	Has the impact of SHRRP funding extended the date by which capital reserve funds are expected to be exhausted? If so, by approximately how many years and what is the new date?	
23 HP	Do you manage your own capital work or do you contract-out this work to a professional consultant (engineer, architect, project manager)?	
Energy/Environment & Waste Management		
24 HP	Did you receive SHRRP funding for a Renewable Energy Initiative? What was the project and what was the funding allocation?	
25 HP	Have you conducted an Energy Audit on all of your buildings? Do you plan to conduct Energy Audits in the near future?	

26 HP	As a result of the Audit, or on your own, what measures have been implemented to improve energy efficiency?	
27 HP	What energy conservation measures have been implemented?	
28 HP	If energy efficiency improvements or conservation measures have not been implemented, why not?	
29 HP	Do you regularly track electric, gas and water use and costs? If yes, how and what do you do with the results?	
30 HP	What water conservation measures have been implemented?	
31 HP	Do you have a waste reduction and recycling program? If yes, please describe.	
32 HP	What tenant education programs have been implemented related to energy, water and waste management? Is it an ongoing program?	
Code/Legislative Compliance		
33 HP	Do you have an up-to-date certificate verifying that your fire safety system has been inspected and is compliant with the requirements of the Ontario Fire Code? If so, when was this last certificate issued?	
34 HP	Is there an up-to-date fire safety plan on-site that has been approved by the municipal fire department? If so, when was this stamped/approved?	
35 HP	Do you have elevators or lifts in your buildings?	
36 HP	If you do, do you have a license verifying that the elevators or lifts have been inspected and are compliant with TSSA requirements?	
37 HP	Do you have maintenance issues with your elevators? If so, how have you addressed these issues?	
38 HP	Do you have an occupational health & safety policy?	
39 HP	Do you have a policy related to designated substances?	

40 HP	Has an Asbestos Audit been conducted for your property(s)?	
41 HP	Have any environmental issues been identified at your site by a professional consultant (i.e. mould, contaminated soil)? If so, what are those issues?	
42 HP	If yes, what remediation has been completed?	
43 HP	For properties with asbestos present, have Asbestos Management Plans been developed?	
44 HP	Do you have a policy related to confined spaces?	
45 HP	Do you have roof anchors?	
46 HP	If yes, do you have a certificate verifying that the anchors have been inspected and tested in accordance with Ministry of Labour requirements?	
47 HP	Do you have any boilers?	
48 HP	If yes, do you have an up-to-date Boiler Inspection & Insurance certificate on-site?	
49 HP	Do you have any central water tanks?	
50 HP	If yes, when was the water tank lining last inspected?	
51 HP	Are you in compliance with the requirements of the Electrical Safety Act (ESA) around logging and verifying electrical work in your building?	
Preventive Maintenance		
52 HP	Have you implemented a preventive maintenance program and/or schedule?	
53 HP	If yes, please describe.	
54 HP	Do you conduct annual unit inspections? If so, when do these inspections occur?	
55 HP	How often do you conduct regular comprehensive building/property inspections (not in unit)? (e.g. annually, monthly, weekly, daily)	
56 HP	Do you keep records of the results of these	

	inspections?	
57 HP	If yes, what system do you use to record your findings? (i.e., electronic or manual)	
58 HP	Is there a work order system in place?	
59 HP	If yes, please describe it.	
60 HP	Is there an afterhours on-call emergency maintenance system in place?	
61 HP	If yes, please describe it.	
Building Maintenance/Cleaning Staff		
62 HP	How many building maintenance staff do you have? How many hours per week do they work?	
63 HP	How many cleaning staff do you have? How many hours per week do they work?	
64 HP	Do you contract out building maintenance and cleaning responsibilities?	
65 HP	If yes, for how many hours per week are they contracted?	
66 HP	Does building maintenance staff (or building maintenance contractors) use task schedules and check-lists for their daily responsibilities?	
67 HP	How is that information recorded and filed?	
Housing Provider Training & Education, Resources, Support		
68 HP	Do you provide access to training for your building maintenance staff?	
69 HP	Do you provide specific training for your staff related to energy and water efficiency and conservation? Describe.	
70 HP	Do you provide Operations and Maintenance manuals to your staff? If yes, when were they last updated?	
71 HP	What accreditation or formal qualifications does your building maintenance staff have (Building Systems,	

	BOMA Building Operators, IHM, WHMIS, OHS, etc.)?	
72 HP	What training would you suggest is most essential for you as a housing providers related to building maintenance?	
73 HP	Does your maintenance staff have computer and internet access? If not, why?	
Challenges & Gaps		
74 HP	What would you identify as the top three challenges to improving the condition of your building(s)?	
75 HP	What would you suggest would most effectively address those challenges?	
76 HP	How can the AMC assist you to address asset management challenges to improve the condition of your buildings?	