



2017 ONPHA Conference and Trade Show

Shaping
our
Future

Session #207

Planning for long-term viability: Business models and capital asset strategies

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Learning goals

Learn about :

1. ONPHA's non-profit business model
2. Durham Region Non-Profit Housing Corporation
 - Baseline info
3. Capital asset management
 - Common frame of reference
4. Transformative, innovative and adaptive strategies
 - DRNPHC examples



Who's in the room today?

- Service Manager or DSSAB staff?
- Housing provider staff?
- Board member?
- Other?



The Long-Term Affordable Housing Strategy

- Identified challenges facing Ontario's non-profit housing sector
- Government is requiring that the sector become more “business-like”
- Sector Modernization discussions



ONPHA's Non-Profit Business Model

4 key elements:

- Governance
- Finance/Operations
- Asset Management
- Tenants/Community



Business Element #1: Governance

Governance: Primary Functions

- Board support/coordination
- Corporate complaints/reporting
- Organizational planning/performance
- Risk management
- Corporate policies & procedures
- Strategic, financial & capital planning



Governance: Potential Challenges

- Board members who are retiring
- Making sure your Board has the right skills at the right time
- Board member recruitment and retention
- Lack of training plan for Board



Governance: Potential Actions & Operational Tools

Potential Actions:

- Review by-laws around term-limits
- Undertake a review of the board skills you need
- Develop relationships with broader community
- Implement board succession plans
- Take ONPHA Governance course



Governance: Potential Actions & Operational Tools

Operational Tools:

- Strategic plan
- Board orientation manual
- Skills matrix
- Corporate policy manual
- Staff development plan
- Performance monitoring tools
- Governance Audit Checklist
- Annual board calendar



Business Element #2: Finance/Operations

Finance/Operations: Primary Functions

- Purchasing and maintaining financial controls/accounts
- Establishing/monitoring operating and capital budgets
- Managing reserves and investments
- Long-term financial planning
- Financial reporting
- Audit support/coordination



Finance/Operations: Primary Functions

- Leasing/marketing of units
- Rent calculation/collection
- Tenant eligibility reviews
- Program reporting/compliance
- Operational policies
- Managing human resources
- Staff development/training



Finance/Operations: Potential Challenges

- Utility costs rising beyond inflation
- Increases in funding not keeping pace with true/new costs
- Declining reserves
- Government funding expiring, not predictable and/or short term
- Application based funding processes



Finance/Operations: Potential Challenges

- Inability to attract market tenants
- Staff turnover
- Ensuring staff can adapt as needed
- Knowing when viability is an issue
- Unclear on how to transform



Finance/Operations: Potential Actions and Operational Tools

Potential Actions:

- Energy efficiency retrofits
- Review RGI-to-market ratios
- Improve debt-to-asset ratios
- Seek funding from financial institutions
- Focus on curb appeal of properties
- Identify staff skills requirements
- Create staff succession plans
- Hire a consultant to help with organizational change
- Evaluate missions and mandates
- Share best practices with other organizations
- Consider collaborative or merger strategies



Finance/Operations: Potential Actions and Operational Tools

Operational Tools:

- Integrated accounting system
- Operating budget templates
- Capital budget templates
- Reserve funding forecast
- Long range financial plans
- Tenant management system
- Property management plan
- Rent calculation manual/tools
- Operational policy manual
- Marketing/social media plan



Business Element #3: Asset Management

Asset Management: Primary Functions

- Responding to maintenance requests
- Monitoring asset conditions
- Undertaking capital repairs/projects
- Supporting capital budget development
- Capital planning/portfolio management
- Health and safety compliance



Asset Management: Potential Challenges

- No preventative maintenance
- Aging buildings
- Dependency on government funding
- New legislative requirements
- Long-range planning hard because of political cycles



Asset Management: Potential Actions and Operational Tools

Potential Actions:

- Create an asset management and preventative maintenance plan
- Become “shovel-ready” now
- Ensure Building Condition Assessment (BCA) is current
- Follow a Facilities Condition Index (FCI) approach
- Seek financing
- Energy efficiency retrofits



Asset Management: Potential Actions and Operational Tools

Operational Tools:

- Maintenance management system
- Capital plan
- Building Condition Assessments (BCA)
- Strategic asset management plan



Business Element #4: Tenants/Community

Tenants/Community: Primary Functions

- Communications (internal/external)
- Facilitating tenant engagement
- Seeking tenant feedback
- Dispute resolution
- Community development initiatives
- Coordination/facilitation of supports
- Partnership development
- Community outreach



Tenants/Community: Potential Challenges

- Changing tenant profile (i.e. increased mental health needs, aging population)
- Lack of community supports and services
- Domestic violence issues
- Needs of Aboriginal people
- Growing waiting lists
- Population loss
- Gentrification in urban areas
- NIMBYism



Tenants/Community: Potential Actions and Operational Tools

Potential Actions:

- Undertake a tenant survey
- Develop relationships with support agencies, police, fire departments, etc.
- Create a tenant advisory committee
- Create a community advisory committee
- “YIMBY” initiatives



Tenants/Community: Potential Actions & Operational Tools

Operational Tools:

- Communication plan
- Tenant engagement strategy
- Community outreach plan
- Partnership agreements



ONPHA's next steps

- Continuing to monitor and respond to developments in the sector
- Continuing discussions with Province
- Seeking funding for training and capacity building opportunities



Learning goals

Learn about :

1. Durham Region Non-Profit Housing Corporation
 - Baseline info
2. Capital asset management
 - Common frame of reference
3. Transformative, innovative and adaptive strategies
 - DRNPHC examples



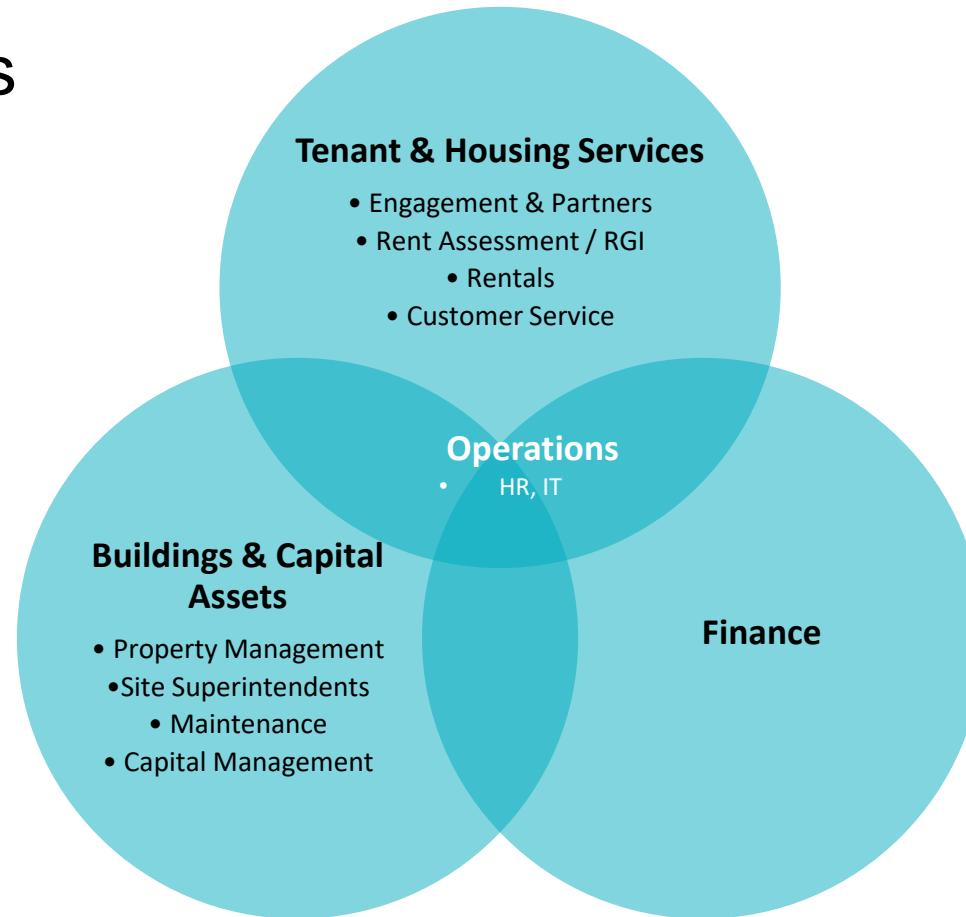
Durham Region Non-Profit Housing Corporation

Mission

- Help meet the housing needs of the Region's diverse population through the provision of a practical, **well-maintained** and affordable housing portfolio integrated within the community.



- 45 employees





Cy Elsey - Oshawa



Beatrice Woods - Oshawa



Reach Gardens - Uxbridge



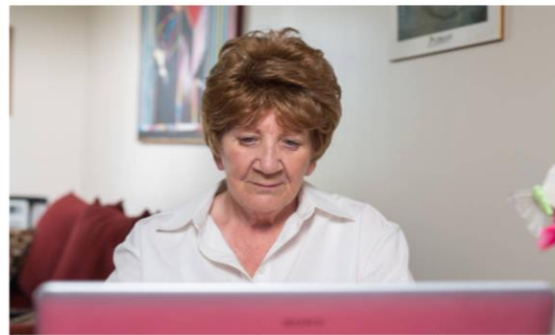
Perry Terrace – Whitby

- 1128 apartment and townhouse rental units
- 18 sites across Durham Region
 - most built late 80`s
- 55% RGI, 45% affordable market rent
- <1% vacancy rate, lengthy market rent wait lists
- 2 new builds in progress

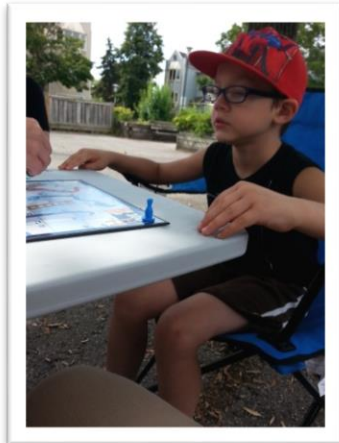




Gardening at Cy Elsey



Rogers *Connected for Success* at Perry Terrace

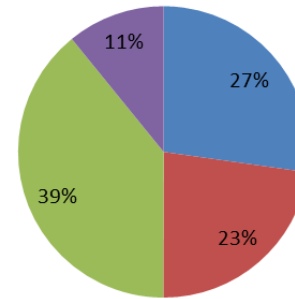


Summer
Board
Games at
Conant
Place

“Our Family” 3,000 tenants & occupants

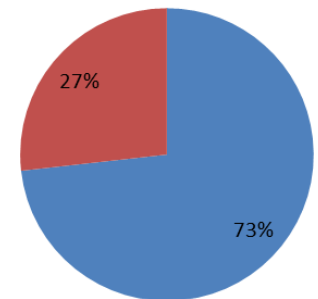
Site Demographics

■ Children ■ Youth ■ Adult ■ Seniors



Site Demographics

■ Families ■ Singles



A few of “Our Partners”

- Co-located to deliver services at several properties
- Or providing programs and/or supports as needed





- 5 yr. Capital renewal needs
>\$34M

- 25 yr. Capital renewal needs
>\$104M

- Deferred maintenance
Increasing

- Unfunded liability
Increasing

- Annual capital spending
\$700K

- Capital reserve
Yes, draws against

- SHIP, SHEEP, Energy programs
~\$1.0 M

- Capacity to execute
Lean



Frame of Reference

Capital Asset Management

- Diverse understanding across attendees
 - Who is in the room today
- Common awareness
- Common definitions
- Common tools and data collection



Definitions

Strategic Asset Management Plan

Documented information that specifies how organizational objectives are to be converted into asset management objectives, the approach for developing asset management plans, and the role of the asset management system in support achievement of the asset management objectives.

Institute of Asset Management

Capital Asset Management

An integrated approach involving planning, engineering and finance to effectively manage existing and new infrastructure in a sustainable manner to maximize benefits, reduce risk and provide satisfactory levels of service in an energy efficient and environmentally responsible manner cost.

Building Condition Assessment (BCA)

Report intended to document the present condition of the existing property with respect to the need for future capital repairs and replacements, and to determine the expenditures required for such capital expenditures. Expenditures differ from normal on-going maintenance by scale and cost.

Facility Condition Index (FCI)

An industry standard index used to track condition performance of facilities

FCI = Renewal & Repair Costs
Replacement Costs

Good	■	0-5%
Fair	■	6-10%
Poor	■	11-30%
Critical	■	>30%

Deferred Maintenance (DM)

Deferred maintenance is the practice of postponing maintenance activities such as repairs on both real property (i.e. infrastructure) and personal property (i.e. machinery) in order to save costs, meet budget funding levels, or realign available budget monies.

Current Replacement Value (CRV)

Current replacement value is defined as the total amount of expenditure in current dollars required to replace the asset

Unfunded Liability

The amount of money, at any given time, by which future payment obligations exceed the present value of funds available to pay for them.



Toolbox - BCA

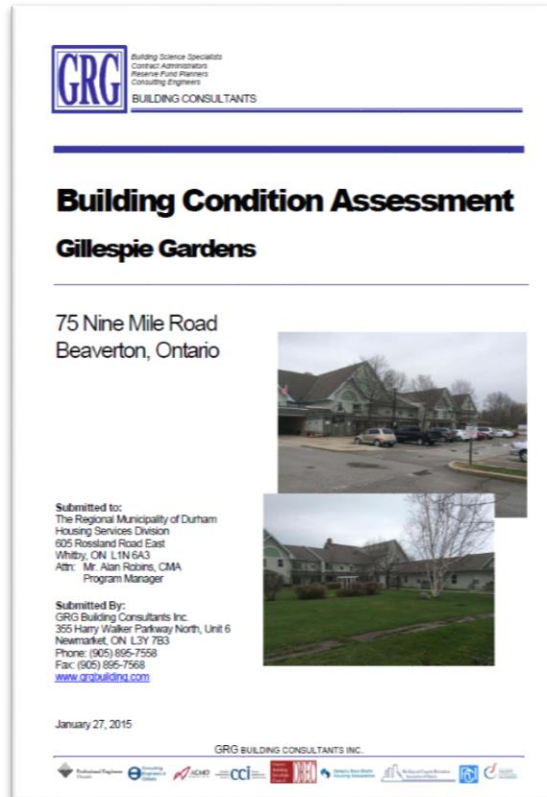
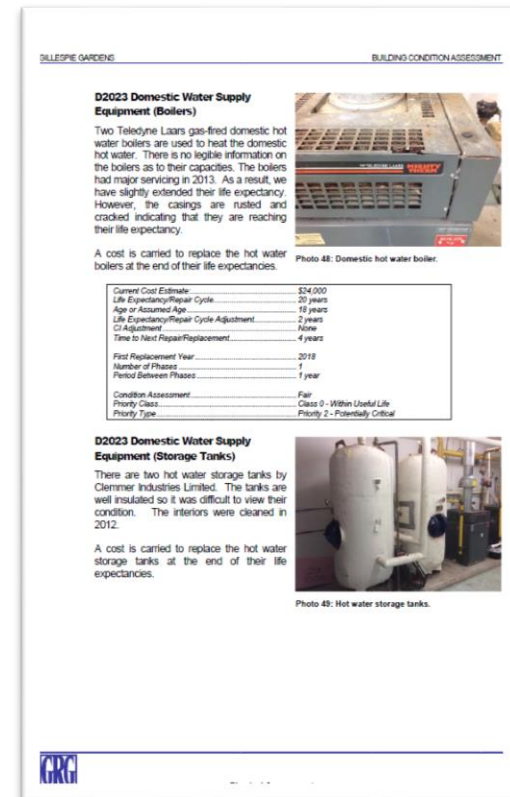


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BCA Report Outputs:


- Base Table
- Capital Expenditure Plan
- Unit Reviews
- Attic Reviews
- Elevator Report

Supplemental to BCA:

- Engineering Assessments



Base Data Table

	Building Condition Assessment Base Table	Gillespie Gardens 75 Nine Mile Road, Beaverton	Life Expectancy/Replacement Cost Estimate										Annual Forecasted Expenditures										Work Required																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																					
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Capital Renewal Priority Class	-31-Dec-14	-31-Dec-15	-31-Dec-16	-31-Dec-17	-31-Dec-18	-31-Dec-19	-31-Dec-20	-31-Dec-21	-31-Dec-22	-31-Dec-23	-31-Dec-24	Total
Class 0 - Within Useful Life	\$417,300	\$1,299,800	\$2,713,500	\$4,225,700.00	\$3,671,700	\$3,967,200	\$3,482,600	\$4,009,300	\$5,057,700	\$3,950,200	\$4,030,600	\$36,825,600
Class 1 - Health and Safety	\$73,800	\$89,300	\$20,900	\$5,800.00	\$0	\$0	\$108,700	\$2,100	\$0	\$17,800	\$0	\$318,400
Class 2 - Code Compliance	\$0	\$10,000	\$0	\$0.00	\$0	\$27,000	\$10,000	\$0	\$0	\$0	\$27,000	\$74,000
Class 3 - Building Component Defective	\$9,200	\$1,067,500	\$90,600	\$97,800.00	\$0	\$18,600	\$330,000	\$344,400	\$9,400	\$0	\$45,200	\$2,012,700
Class 4 - Useful Life Exceeded	\$4,000	\$1,546,700	\$1,869,800	\$1,764,500.00	\$930,800	\$689,600	\$754,600	\$605,900	\$1,147,100	\$346,600	\$627,500	\$10,287,100
(blank)	\$3,000	\$3,000	\$0	\$0.00	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000
Class 6 - Functional Improvement	\$0	\$0	\$300,000	\$5,000.00	\$0	\$325,000	\$0	\$0	\$0	\$0	\$300,000	\$930,000
Class 5 - Energy Upgrade	\$0	\$18,800	\$0	\$0.00	\$0	\$0	\$80,000	\$0	\$0	\$0	\$0	\$98,800
Grand Total	\$507,300	\$4,035,100	\$4,994,800	\$6,098,800.00	\$4,602,500	\$5,027,400	\$4,765,900	\$4,961,700	\$6,214,200	\$4,314,600	\$5,030,300	\$50,552,600

Capital Renewal Type	-31-Dec-14	-31-Dec-15	-31-Dec-16	-31-Dec-17	-31-Dec-18	-31-Dec-19	-31-Dec-20	-31-Dec-21	-31-Dec-22	-31-Dec-23	-31-Dec-24	Total
Priority 1 - Currently Critical	\$ 422,600	\$ 412,300	\$ 35,600	\$ 312,900	\$ 83,500	\$ 67,100	\$ 268,400	\$ 111,100	\$ -	\$ 65,800	\$ 241,200	\$ 2,020,500
Priority 2 - Potentially Critical	\$ 81,700	\$2,657,800	\$1,534,400	\$ 694,700	\$ 505,800	\$ 181,100	\$ 176,200	\$ 9,400	\$ 26,200	\$ 162,400	\$ 162,400	\$ 6,292,700
Priority 3 - Necessary - Not Yet Critical	\$ -	\$ 520,800	\$2,933,100	\$4,785,700	\$3,822,300	\$4,394,700	\$1,371,200	\$ 881,900	\$1,713,200	\$ 416,700	\$ 564,200	\$ 21,403,800
Priority 4 - Recommended	\$ -	\$ 419,800	\$ 455,900	\$ 223,300	\$ 171,500	\$ 317,500	\$2,629,300	\$3,647,700	\$4,205,300	\$3,432,400	\$3,572,500	\$ 19,075,200
Priority 5 - Future Renewal	\$ -	\$ 21,400	\$ 35,800	\$ 80,200	\$ 19,400	\$ 65,500	\$ 42,000	\$ 3,300	\$ 209,600	\$ 202,200	\$ 445,000	\$ 1,124,400
(blank)	\$ 3,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Priority 4 - Recommended	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ 1,500	\$ 192,000	\$ 141,500	\$ 76,700	\$ 171,300	\$ 45,000	\$ 630,000
Grand Total	\$ 507,300	\$4,035,100	\$4,994,800	\$6,098,800	\$4,602,500	\$5,027,400	\$4,765,900	\$4,961,700	\$6,214,200	\$4,314,600	\$5,030,300	\$ 50,552,600

Capital Expenditure Plan

Gillespie Gardens - 25-year Capital Expenditure Plan																				
Study Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Fiscal Start	Jan 2014	Jan 2015	Jan 2016	Jan 2017	Jan 2018	Jan 2019	Jan 2020	Jan 2021	Jan 2022	Jan 2023	Jan 2024	Jan 2025	Jan 2026	Jan 2027	Jan 2028	Jan 2029	Jan 2030	Jan 2031	Jan 2032	
Annual Forecasted Expenditures	\$3,000	\$13,500	\$368,700	\$272,200	\$100,700	\$79,400	\$16,900	\$375,300	\$68,800	\$65,400	\$150,900	\$133,900	\$364,600	\$150,500	\$253,400	\$329,000	\$158,500	\$355,500	\$488,700	
Fiscal End	Dec 2014	Dec 2015	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	Dec 2021	Dec 2022	Dec 2023	Dec 2024	Dec 2025	Dec 2026	Dec 2027	Dec 2028	Dec 2029	Dec 2030	Dec 2031	Dec 2032	
A SUBSTRUCTURE																				
A10 Foundations																				
A1000 Sub on Grade																				
B SHELL																				
B10 Superstructure																				
B1012 Pitched Roof Construction																				
B1022 Canopies																				
B20 Exterior Walls																				
B2011 Exterior Wall Construction (Brick)																				
B2011 Exterior Wall Construction (Siding)																				
B2011 Exterior Wall Construction (Perimeter Sealant)																				
B2015 Balcony Walls and Handrails																				
B2015 Balcony Walls and Handrails																				
B2021 Windows																				
B2021 Glazed Doors and Entrances (Main Entrance Doors)																				
B2021 Glazed Doors and Entrances (Side Entrance Doors)																				
B2021 Glazed Doors and Entrances (Rear Entrance Doors)																				
B2021 Solid Exterior Doors																				
B30 Roofing																				
B3011 Roof Finishes (Flat Roofs)																				
B3011 Roof Finishes (Pitched Roofs)																				
B3011 Roof Finishes (Gable Roofs)																				
B3011 Roof Finishes (Dormer Roofs)																				
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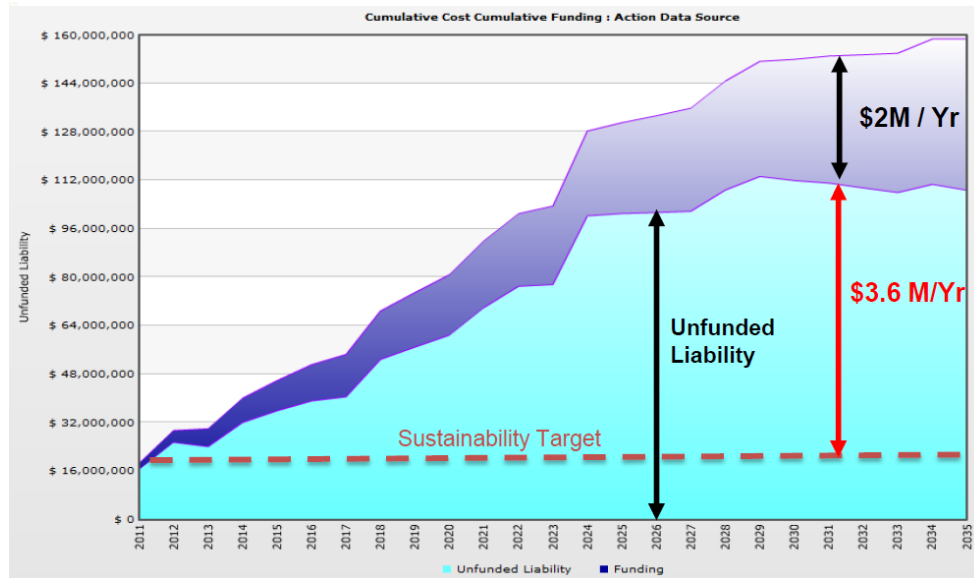
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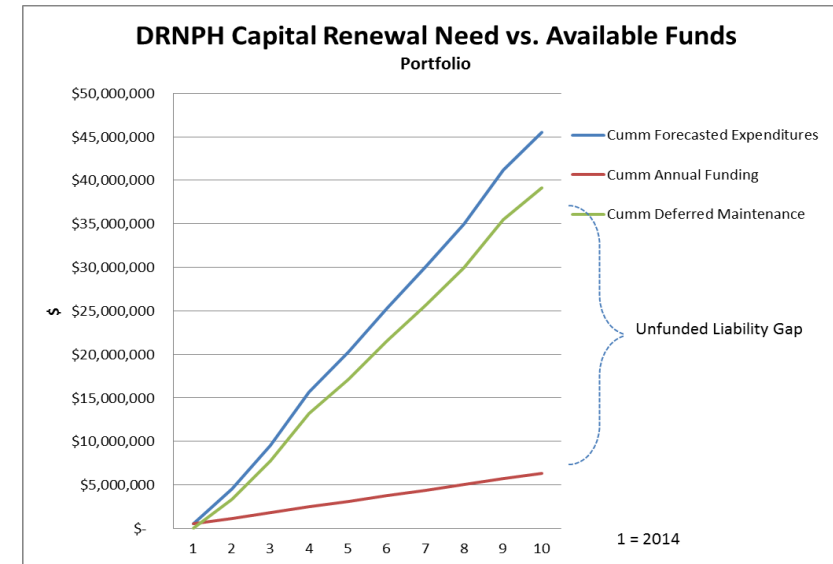
Property	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Property	4%	7%	9%	12%	14%	16%	19%	21%	23%	25%	27%	28%	30%	31%	33%	35%	37%	39%	40%	41%	43%	45%	46%
Highbush Village	7%	15%	18%	19%	22%	25%	30%	33%	44%	44%	45%	50%	52%	54%	56%	57%	62%	65%	65%	67%	71%	73%	76%
Orchard Valley Court	5%	7%	8%	10%	12%	14%	18%	21%	22%	25%	26%	26%	26%	27%	30%	31%	32%	33%	34%	35%	36%	39%	41%
St. Andrew's Place	2%	3%	4%	7%	9%	9%	10%	13%	14%	14%	17%	18%	20%	21%	21%	25%	26%	26%	27%	27%	28%	28%	29%
Gillespie Gardens	4%	7%	8%	9%	9%	14%	14%	15%	17%	18%	22%	24%	27%	30%	32%	36%	41%	42%	42%	44%	50%	51%	54%
Old School House Apartments	8%	9%	18%	18%	19%	20%	24%	28%	28%	32%	34%	35%	39%	39%	41%	42%	44%	45%	47%	52%	52%	53%	56%
Mearns Meadows	6%	8%	9%	11%	13%	15%	18%	20%	22%	24%	26%	27%	28%	28%	31%	32%	34%	34%	36%	36%	37%	38%	39%
Reach Gardens	2%	4%	5%	7%	8%	9%	11%	13%	14%	16%	17%	20%	20%	21%	21%	22%	27%	29%	30%	30%	31%	35%	35%
Bowmanville Heights	5%	6%	7%	9%	11%	12%	14%	16%	18%	20%	20%	21%	22%	23%	25%	27%	28%	30%	31%	33%	35%	36%	37%
Beatrice Woods	6%	9%	11%	14%	17%	19%	21%	22%	24%	25%	27%	29%	31%	33%	36%	38%	40%	41%	42%	43%	44%	45%	46%
Conant Place	2%	4%	6%	9%	11%	12%	13%	14%	16%	17%	18%	20%	21%	21%	21%	22%	22%	23%	23%	24%	26%	26%	26%
Cy Elsey Building	2%	2%	6%	10%	10%	15%	21%	28%	40%	41%	43%	43%	45%	50%	50%	50%	50%	50%	57%	60%	61%	61%	65%
Ormond Place	5%	7%	10%	13%	16%	19%	22%	23%	25%	29%	31%	33%	37%	37%	38%	40%	41%	41%	42%	44%	45%	47%	48%
Wilson Village	9%	11%	13%	16%	20%	22%	26%	28%	30%	32%	35%	37%	39%	40%	42%	46%	49%	51%	53%	54%	55%	57%	59%
Dryden Heights	4%	7%	9%	11%	11%	13%	15%	19%	21%	22%	25%	26%	27%	28%	29%	31%	34%	35%	35%	35%	36%	40%	42%
Garrard Heights	7%	15%	20%	23%	27%	29%	33%	36%	39%	41%	42%	44%	47%	54%	57%	58%	62%	66%	67%	68%	73%	77%	80%
Marigold Court	3%	7%	9%	13%	16%	18%	22%	22%	24%	26%	27%	28%	30%	33%	36%	38%	43%	44%	46%	48%	49%	51%	54%
Perry Terrace	1%	5%	6%	9%	12%	17%	20%	22%	26%	28%	30%	31%	32%	33%	35%	35%	42%	42%	42%	45%	45%	48%	49%
Wood Farm Manor	6%	8%	11%	14%	16%	19%	20%	21%	22%	23%	24%	24%	30%	30%	31%	34%	35%	36%	37%	38%	40%	41%	43%



Toolbox - Unfunded Liability



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Our Challenges

- Strategic planning – revitalization
- Real estate analysis - address big picture portfolio
- Asset management – address specific assets in portfolio
- On-going building deterioration – aging infrastructure
- Capital budgets – constrained, non-existent
- Operational costs continue to grow
- Changing functional demands
- Carbon footprint reduction
- Sector changes, revenue constraints, policies



- Collected data from all sources
 - Analyzed, provided a base line
- Met with our Service Manager
 - support, in sync, guidance
- Developed a capital asset & building portfolio assessment & strategy
 - foundational document
- Garnered Board support re recommendations
 - approval to move forward



Recommendations & Actions:

1. Establish & maintain a Facility Condition Index target (FCI)
 - Goal is to meet a condition of “Fair” 6-10%
 - Reality – accept some level of “Poor” 11-30%
2. Determine a timeline for meeting the FCI target
 - Goal - Meet capital renewal funding as required each year
 - Reality – Something significantly less, unfunded liability
3. Apply an adequate annual funding level to maintain the FCI
 - Goal - 2-4% of current replacement value (\$4-8 million each year), focus on safety, code, compliance, critical first
 - Reality – normal annual capital expenditure ~\$700K, withdrawals from capital reserve



Transformation

4. Deploy a high percentage of the capital reserve
 - to address key risk and deferred maintenance, unplanned
5. Enhance the capital planning process
 - Capital planning software – HSC/ Ameresco “Asset Planner”



6. Secure alternate capital funding sources

- Assist SM in obtaining funds for capital renewal and new construction from all levels of gov't (SHIP, SHEEP, IAF – new build), CMHC, Trillium ...
- Work with local support services to identify synergies that allow us to participate in other funding programs (segue into their funding awards)
- Engage regional building and construction leaders for actions re capital renewal and new build opportunities and possible public private partnerships
- Engage our Board in effecting policy changes at local levels re new buildings, inclusionary zoning, mandated contributions to social housing capital funds
- Explore citizen and organization donations and endowments



7. Explore alternate financial strategies to generate cash flow

- Mortgages
- Bonds
- Grants
- Sale of Services
- Development Corporation



8. Decide what buildings fall within the ``tipping point``

- critical point in our building capital renewal process beyond when it does not make good business sense to continue to invest capital in a building for repair or renewal.
- is reached on a property if a building has a critical FCI rating of >30%.
- a strategic business need to redevelop, or sell the property or tear down and rebuild the existing building(s).

Tipping Point = possible property sale in order to leverage our finances



Be Innovative! Think like an Entrepreneur!

Capital creation strategies

- Drive cost savings throughout operations
 - Social enterprise
- Build critical mass for quoting competitiveness
 - Work with other NP`s in your area
- Goodwill, donation in kind from our supply chain
 - Work with other NP`s in your area
- Sell your expertise as a revenue stream
 - Property management
 - Procurement



Be Innovative! Think like an Entrepreneur!

Redevelopment strategies

- Divest
- Re-develop / intensify - partial land and mortgage severances
- New construction
- Financial leveraging
 - Re-mortgage, EOA can be an opportunity
 - Infrastructure Ontario –DSR, guarantor
 - Service Manager - Patient capital, Capital reserves
 - Social bonds
 - Grants



Be Innovative! Think like an Entrepreneur!

Energy strategies

- Conservation
 - NP Social enterprise - Building Up
 - water efficiency – toilet retrofit program
 - 1 apartment building, 128 units
 - 18.8% annual water savings

A bit about Building Up.....



Be Innovative! Think like an Entrepreneur!

VISION

- people with barriers to employment have an opportunity to fight their communities' social and environmental issues with economically viable solutions



MISSION

- by training community members with limited experience in the formal labour market to retrofit their city's low-income housing stock
- retrofits will reduce housing providers utility bills while improving the environment and providing sustainable employment to those who need it most.

COMPETITIVE ADVANTAGE

- offer high quality trades work while simultaneously providing access to sustainable employment to our customers' tenants
- allows affordable housing providers to generate more reliable rental income while fulfilling their social obligations to their tenants
- provide favourable payment terms to our customers. Our customers have the option to pay for services overtime through the savings generated by retrofits



Be Innovative! Think like an Entrepreneur!

Net Zero Energy Refurbishments

- Sustainable Buildings Canada (SBC)
- Energiesprong – Netherlands social innovator
- Unique program approach to retrofit buildings



ENERGIESPRONG CANADA
Sustainable Buildings Canada
www.sbcanada.org
Larry Brydon, Director
905.326.2856
lbrydon@sbcanada.org



Be Innovative! Think like an Entrepreneur!

- The typical retrofit includes a major re-cladding of an existing attached row home, a complete switch-out of the mechanical system, and the addition of solar photovoltaics.
- The intent is to industrialize the process through the use of pre-fabrication and off-site assembly which facilitates rapid deployment with minimal disruption to tenants.
- In the Netherlands, the entire retrofit activity typically takes two to five days.

Impacts:

- Guaranteed comfort and improved tenant satisfaction
- Ensures state of good repair through performance guarantees
- Free's up capital dollars for other priority investments
- Community revitalization and sense of place
- Drives private sector innovation in construction and technology development
- Creates jobs in design, construction, and manufacturing
- Provides investors with a dependable return on investment and
- Reduces energy use and GHG emissions



Be Innovative! Think like an Entrepreneur!

Asset life cycle extension

- Working to eliminate / reduce deferred maintenance
- Preventative maintenance
 - Specific component replacement that extends the life
- For consideration
 - Used equipment, good condition, life cycle room



Be Innovative! Think like an Entrepreneur!

- Advisory Councils & Working Groups – Suppliers & Experts
 - Reducing tenant energy costs – electric baseboard heating to....
 - Innovations in extending useful life of assets



Great Examples

- Centretown Citizen Ottawa Corporation(CCOC)- creating new units
- Ottawa Community Housing Corporation – maintaining existing units
- Victoria Park Community Homes – regenerating existing properties
- Kawartha Lakes – Haliburton Housing Corporation – regenerating older housing stock
- Cooperative Housing Federation of Canada – refinancing program
- Social Housing Providers – building repair loan programs
- Waterloo Community Housing Inc. – transferring and refinancing existing social housing
- Peterborough Housing & Development Corporation – establishing development corp.



Reach Out: HSC



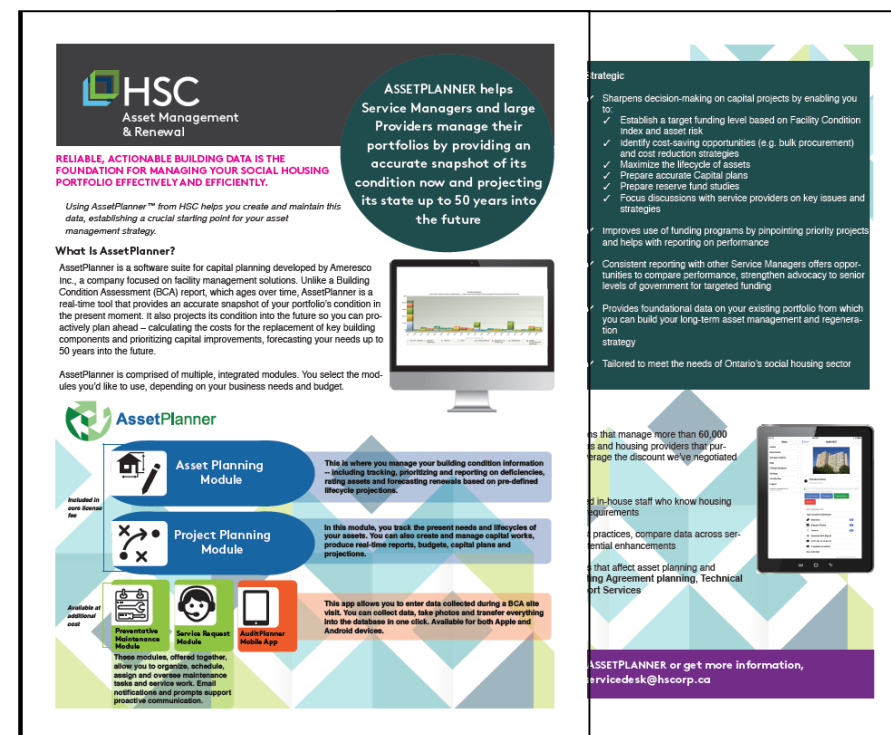
Asset Management Nirvana

Contact: Howie Wong, CEO



Asset Management Support Services

Contact: Doreen Khatchadourian
Manager, Asset Management
dkhatchadourian@hscorp.ca



Asset Planner

- Strategic:
- ✓ Sharpens decision-making on capital projects by enabling you to:
 - ✓ Establish a target funding level based on Facility Condition index and asset risk
 - ✓ Identify cost-saving opportunities (e.g. bulk procurement) and cost reduction strategies
 - ✓ Maximize the lifecycle of assets
 - ✓ Prepare accurate Capital plans
 - ✓ Prepare reserve fund studies
 - ✓ Focus discussions with service providers on key issues and strategies
 - ✓ Improves use of funding programs by pinpointing priority projects and helps with reporting on performance
 - ✓ Consistent reporting with other Service Managers offers opportunities to compare performance, strengthen advocacy to senior levels of government for targeted funding
 - ✓ Provides foundational data on your existing portfolio from which you can build your long-term asset management and regeneration strategy
 - ✓ Tailored to meet the needs of Ontario's social housing sector

is that manage more than 60,000
and housing providers that pur-
chase the discount we've negotiated

in-house staff who know housing
requirements

practices, compare data across ser-
vices, enhance

that affect asset planning and
Agreement planning, Technical
Services

ASSETPLANNER or get more information,
servicesdesk@hscorp.ca



Summary

- Large or small know your building assets
- Understand the lingo of capital asset management
- Have a plan
- Find new revenue
- Be creative
- Work with your Service Manager

Thank You



Thank you!



Questions?