



# Conestoga-Rovers & Associates Project Summary

## KEY PROJECT ELEMENTS

- Completed Building Condition Assessment
- Established Facility Condition Index
- Completion of a Security and Vulnerability Audit
- Identification of Opportunities for Energy Cost Improvements
- Provision of Information for Renewal of the Corporation's Assets
- Development of a Computerized Asset Management Tool
- Multi-disciplinary and Multi-stakeholder Process

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## ASSESSMENT OF MUNICIPAL SOCIAL HOUSING PORTFOLIO

OTTAWA, ONTARIO



CLIENT: OTTAWA COMMUNITY HOUSING CORPORATION  
DURATION: MAY 2006 – MARCH 2009  
COST: APPROXIMATELY \$2 MILLION

The Ottawa Community Housing Corporation (OCH) is the second largest social housing provider in Ontario, managing 14,783 units in 162 communities. Its portfolio, built from 1865 to 2005, with an average age of approximately 34 years (in 2008), consists of high-rise apartments, row and stacked townhouses, rooming houses, three story walk-ups, semi-detached, and single family dwellings, representing approximately 16 million square feet. OCH is faced with an aging housing stock, coupled with insufficient funding to maintain the portfolio. The current condition of the portfolio presents major challenges to OCH.

In 2006, CRA was retained by OCH to conduct an overall assessment of OCH's housing portfolio. Using a multi-disciplinary approach and working collaboratively with OCH, this project provided:

- 1) An independent condition evaluation of OCH's housing portfolio
- 2) An analysis of the capital investment required to bring the portfolio up to reasonable standards, and fiscal projections to maintain assets for the next thirty years
- 3) Identification of opportunities for energy cost improvements
- 4) Strategic planning advice for the renewal of the corporation's assets consistent with OCH's mission

Throughout the process, CRA maximized opportunities to validate the standards governing the condition of assets; established corresponding best practices for future operations; improved OCH's business capabilities for asset tracking, planning, projection, and analysis; and leveraged the study's findings in a process of strategic planning.

The Building Assessment Condition report concluded the following:

- 1) The overall Facility Condition Index, a universally accepted industry standard, is estimated to be 13.3 percent, indicating that OCH's portfolio as a whole is clearly in "poor" condition," with remedial work urgently required
- 2) Deferred Costs due to a lack of funding over the past years are estimated to be \$211.4 million
- 3) Correction of Deferred Cost items, plus normal capital expenditure projections to 2013, is estimated to be \$332.5 million
- 4) Capital investment needed for a 5-year implementation period through 2013 to clear away Deferred Cost items and to maintain the portfolio are estimated to be approximately \$66.5 million per year
- 5) Assuming Deferred Cost items are corrected by 2013 and based on capital expenditure projections of \$693.7M (in 2008 dollars), average annual funding would be in the order of \$26M to maintain the portfolio in reasonable condition

This comprehensive assessment sets the stage for a go-forward plan for OCH to more effectively manage their extensive housing stock. A computerized Asset Management Tool to assist in the management of the portfolio and to inform the decision-making process was also developed for OCH.