



Northumberland County Housing Corporation Levels of Service

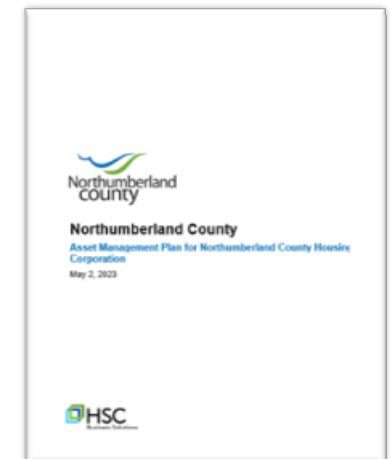
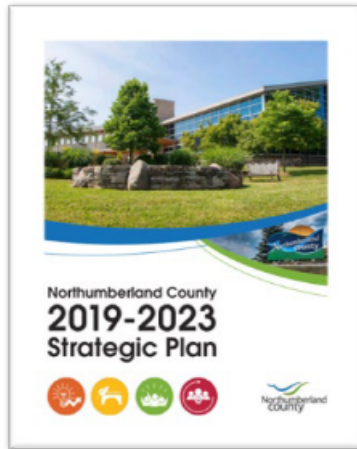
February 8, 2024



Agenda

- Project Objective and Considerations
- Engagement Approach
- Draft Levels of Service (LOS)
- Next Steps

Level of Service in Context





Objective:

Develop Levels of Service for NCHC

Develop Levels of Service for NCHC

1. Engage in a process to identify desired levels of service with regard to asset, residents and the County, including the Maintenance Service Standards
2. Compare existing service levels against desired outcomes and identify additional costs and/or staff actions necessary to achieve the new standards.

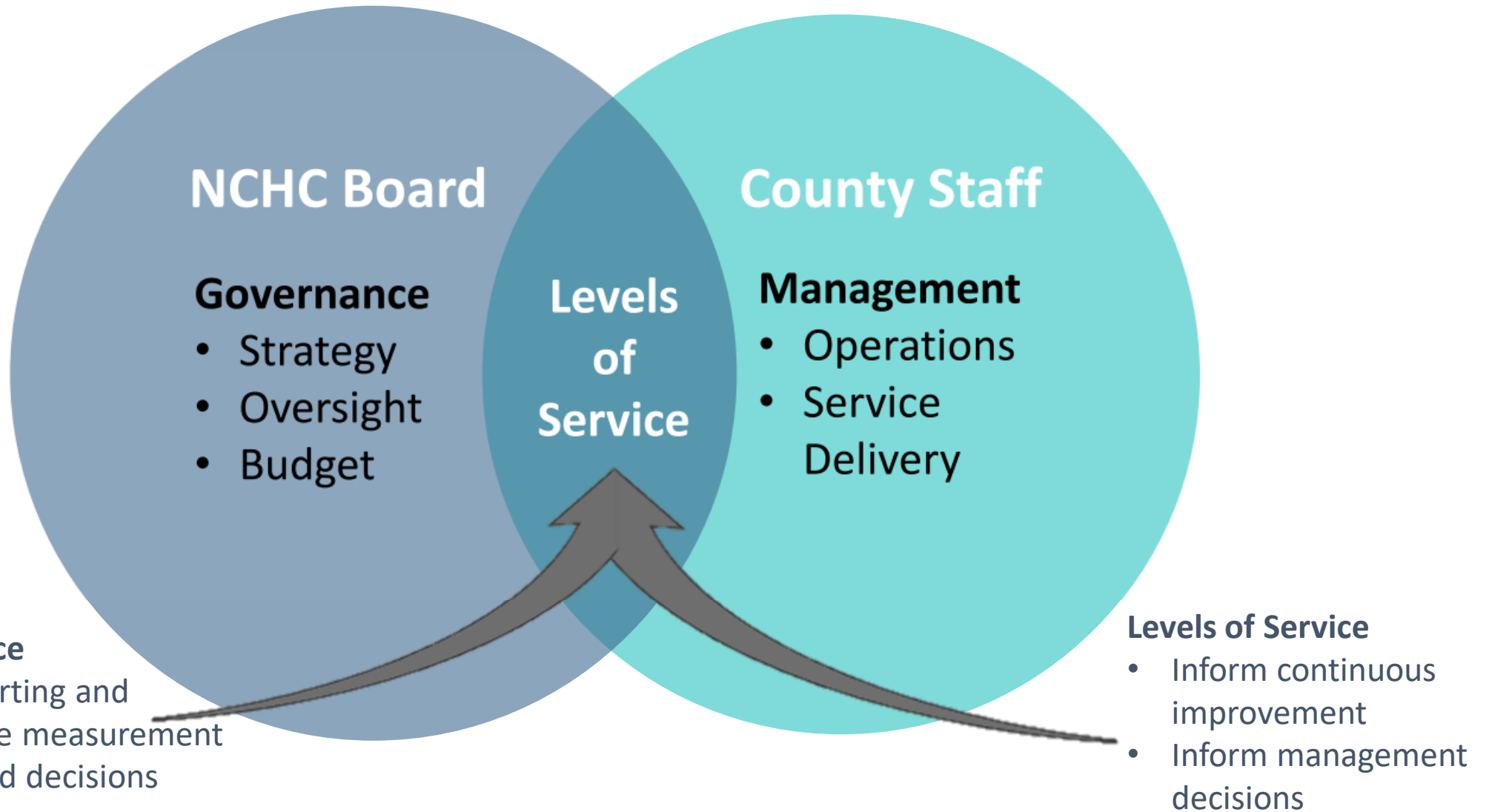


Northumberland County

Asset Management Plan for Northumberland County Housing Corporation

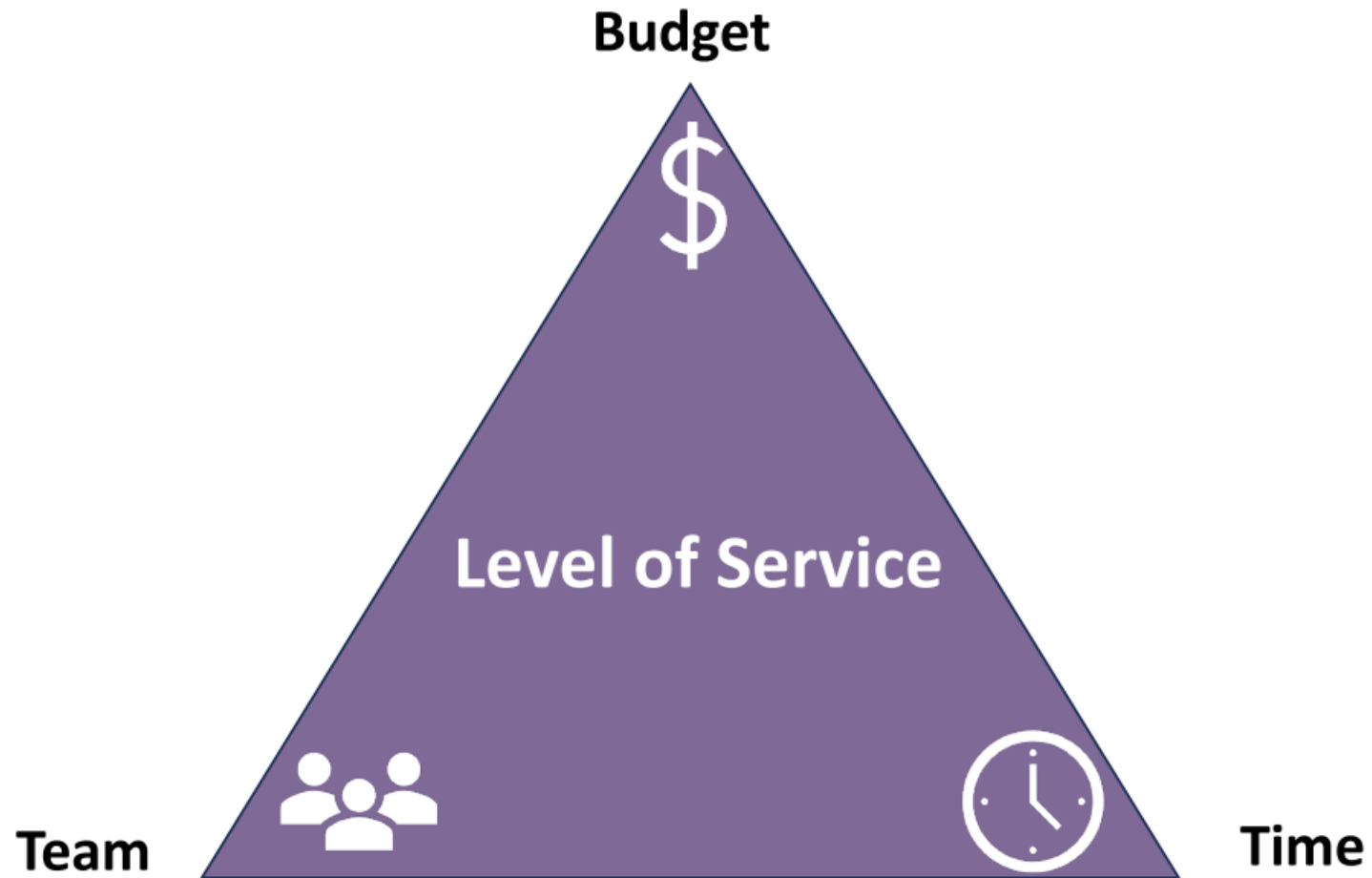
May 2, 2023







Finding a Balance





Engagement





Engagement Process





Thank You

Staff Leads

- ❖ Rebecca Carman
- ❖ Rob O'Neil

Project Team

- ❖ Adam McCue
- ❖ Rob O'Neil
- ❖ Tracey Ellis
- ❖ Cora Bevan
- ❖ Bill Smith
- ❖ Wayne Kernohan

Key Informants

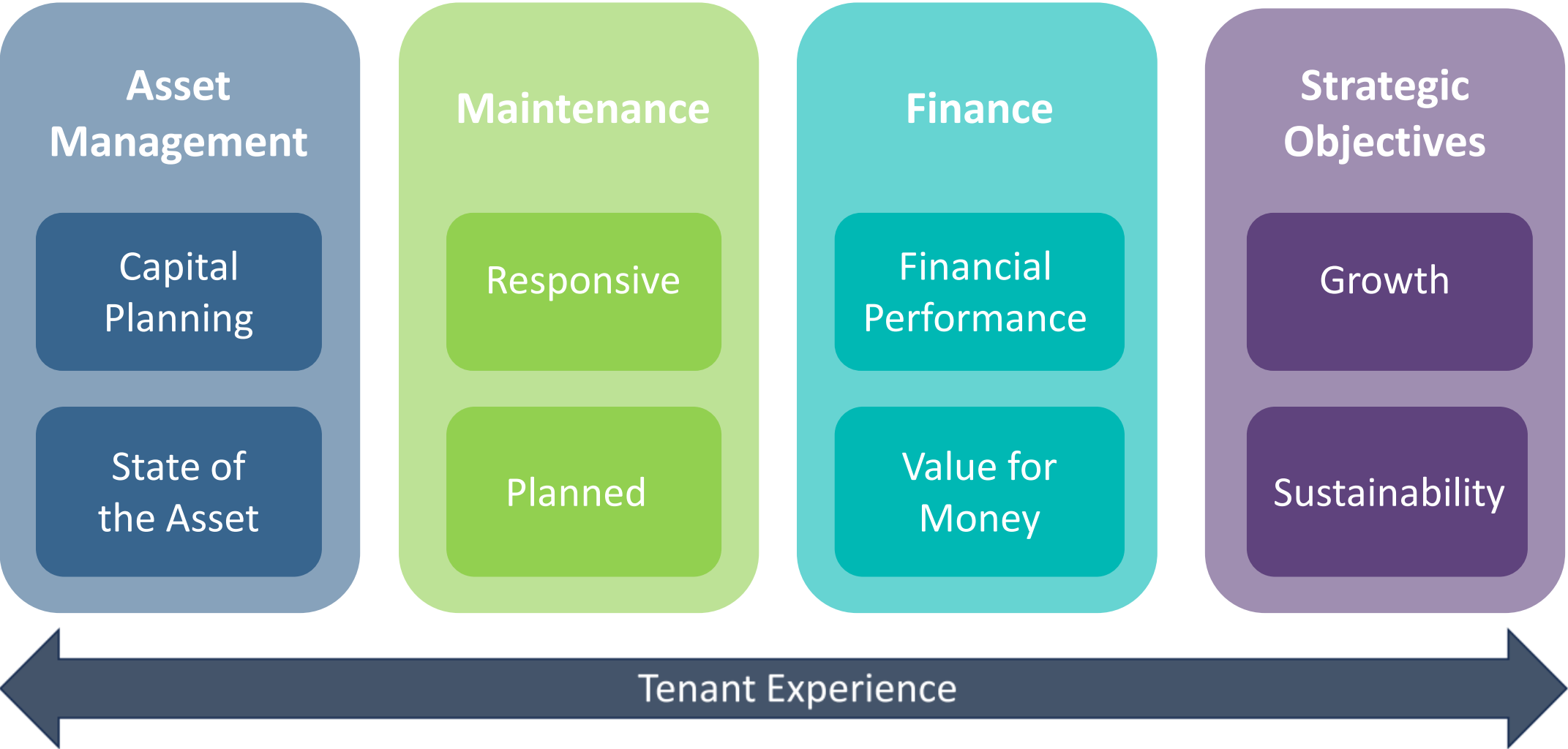
- ❖ Cora Bevan
- ❖ Susan Redford
- Tracey Ellis
- ❖ Crystal Julia

Executive Sponsors

- ❖ Denise Marshall
- ❖ Adam McCue
- ❖ Matthew Nitsch
- ❖ Lisa Horne



LOS Framework





Levels of Service

ASSET MANAGEMENT

Service Standard	Performance Measure	Current Performance	Target
1.1 NCHC buildings are sustained in an appropriate state of repair	Average Facility Condition Index (FCI) for the portfolio	AssetPlanner calculates the 2023 FCI at 18%, based on 2020 data	FCI not to exceed 20%
1.2 Capital repair program resources are allocated strategically with clear prioritization	Rolling 3-year capital plan and budget forecast maintained with priority assigned to life safety and critical building systems	3-year plan and forecast established, to be updated annually.	Updated 3-year capital plan and forecast included in annual budget report to the Board



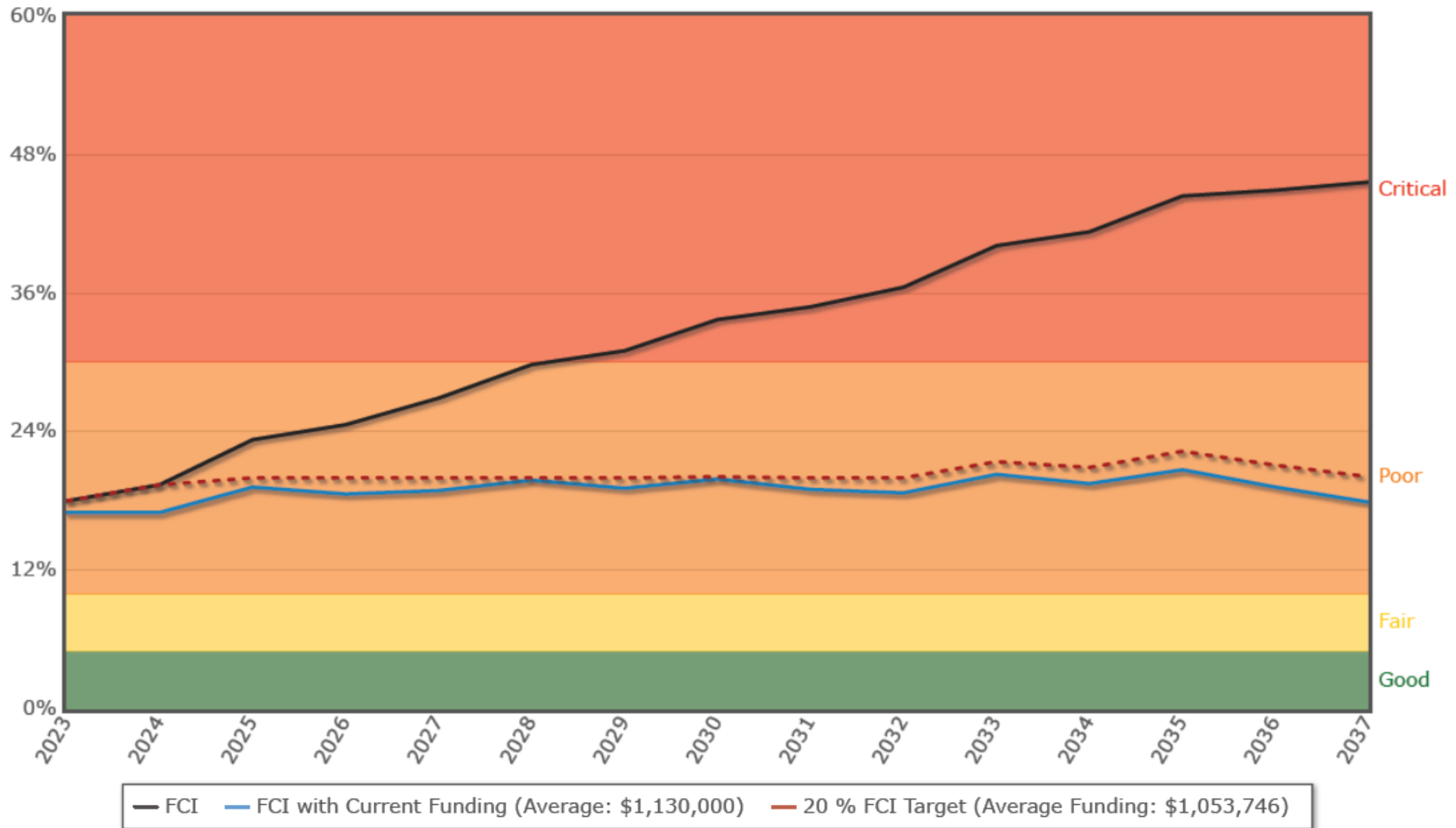
Levels of Service

ASSET MANAGEMENT – Facility Condition Index (FCI)

Facility Condition Index (FCI) is an industry standard metric used to measure asset condition and risk

$$\text{FCI} = \frac{\text{Renewal + Repair Costs}}{\text{Replacement Cost}}$$

Cost Cumulative FCI - Needs Analysis
Target FCI of 20% in 15 Years Year 2023-2037 and where Facility Status = Active for Service Manager
Northumberland County for Service Provider Northumberland County Housing Corporation





Levels of Service

ASSET MANAGEMENT – Implementation Considerations

Performance Measure	Effort	Impact
1.1 Average Facility Condition Index (FCI) for the portfolio	High – new business processes & data updates required	High – efficient means of assessing asset condition
1.2 Rolling 3-year capital plan and budget forecast maintained with priority assigned to life safety and critical building systems	Low – 3-year plans already established, can be included in an annual Board report	High – provides longer term view to support Board oversight



Levels of Service

MAINTENANCE

Service Standard	Performance Measure	Effort	Impact
2.1 NCHC provides timely responses to building emergencies and work orders	a. Maintenance requests are triaged and responded to based on priority	<ul style="list-style-type: none">✓ 348 requests completed Jan 1 - Oct 11 2023✓ Average # of days to complete: 18✓ 40% completed within 5 days✓ 56% completed in 6 - 10 days✓ 4% completed in 11 days+	➤ Response time targets to be established
	b. Tenant satisfaction with work order response	<ul style="list-style-type: none">✓ Baseline to be established through 2024 tenant survey	➤ Target to be set based on survey results (e.g. maintain or achieve satisfaction rating of "X%")



Levels of Service

MAINTENANCE – Implementation Considerations

Performance Measure	Effort	Impact
2.1 a Maintenance requests are triaged and responded to based on priority	High – definitions and targets to be established. New business processes required.	High – will support role clarity and resource allocation
2.1 b Tenant satisfaction with work order response	Low – included in 2024 tenant survey.	Moderate – an information measure considered with other factors.



Levels of Service

MAINTENANCE

Service Standard	Performance Measure	Current Performance	Target
2.2 Housing assets are safe and appropriately maintained	a. NCHC buildings are compliant with all applicable legislative and regulatory requirements	✓ Compliance activities are completed but not reported	➤ Compliance report provided to the Board annually.
	b. Preventative Maintenance Program optimizes the life of major building systems	✓ Preventative maintenance is completed but there isn't currently a business process to support reporting	➤ Preventative maintenance summary report provided to the Board annually.
	c. Tenants are satisfied with the maintenance of their homes/buildings	✓ Baseline to be established through 2024 tenant survey	➤ Target to be set based on survey results (e.g. maintain or achieve satisfaction rating of "X%")



Levels of Service

MAINTENANCE – Implementation Considerations

Performance Measure	Effort	Impact
2.2 a NCHC buildings are compliant with all applicable legislative and regulatory requirements	Moderate - Compliance activities are completed. The report will need to be developed. A compliance requirement review/update is recommended.	High – supports the Board’s due diligence responsibilities.
2.2 b Preventative Maintenance Program optimizes the life of major building systems	Low - Preventative maintenance is completed. The report will need to be developed.	Moderate – supports the Board’s oversight Responsibilities
2.2 c Tenants are satisfied with the maintenance of their homes/buildings	Low – included in 2024 tenant survey.	Moderate – an information measure considered with other factors.



Levels of Service

FINANCE

Service Standard	Performance Measure	Current Performance	Target
3.1. Capital budgets are sufficient to maintain acceptable state of repair	✓ Total deferred capital work (AssetPlanner data) divided by current year capital budget	✓ 5.4% in 2023 (based on \$600K budget and 2020 BCA data in AssetPlanner)	➤ TBD
3.2. Operating and Capital budgets are managed effectively	✓ Enhanced reporting, adding prior year comparators and mid-year capital forecast	✓ Board receives quarterly budget to actual variance reporting for operating and capital Management can access additional financial data	➤ Mid-year capital budget forecast. Prior year comparative information included in budget and year-end reports.
3.3. Contracted services provide value for money	✓ Procurement report summarizing public procurement activity and results provided to Board	✓ NCHC procurement information is included in regular Council reports.	➤ NCHC information provided to Board annually



Levels of Service

FINANCE - Implementation Considerations

3.1 Total deferred capital work (AssetPlanner data) divided by current year capital budget

	2023	2024	2025	2026	2027
Cumulative Capital Repair Requirement	\$11,147,532*	\$12,020,904	\$14,459,539	\$15,264,713	\$16,663,212
Annual Funding	\$600,000	\$900,000	\$1,050,000	\$1,200,000	\$1,200,000
Funding as % of Capital Repair Requirements	5.40%	7.50%	7.30%	7.90%	7.20%

** Repair requirements in the chart above have not been updated to reflect capital projects completed since BCAs were done in 2020*



Levels of Service

FINANCE

Performance Measure	Effort	Impact
3.1 Total deferred capital work (AssetPlanner data) divided by current year capital budget	Moderate - annual funding data updates in AssetPlanner required.	Low – similar information to FCI measure
3.2 Enhanced reporting, adding prior year comparators and mid-year capital forecast	Moderate – prior year data is readily available. New process would be required for mid-year capital forecast	Low – current year variance reporting already provided, additional information for Board consideration.
3.3 Procurement report summarizing public procurement activity and results provided to Board	Low – information is included in County Council reports and can readily be provided to the Board.	Moderate – supports Board's desire to monitor value for money.



Levels of Service

STRATEGIC OBJECTIVES

Service Standard	Performance Measure	Current Performance	Target
4.1 NCHC portfolio addresses waiting list need	✓ # households housed from the waiting list in NCHC units divided by the total number households on the NCHC waiting list	✓ 5.4% of RGI waiting list applicants housed by NCHC in 2023	➤ No Target Recommended <i>Measure is an indicator of need in the community and NCHC's capacity to contribute to meeting the need</i>
4.2 NCHC contributes to the County's strategic objectives	✓ Report to the Board summarizing relevant actions	✓ Information is included periodically in board reports	➤ Annual information report to the Board



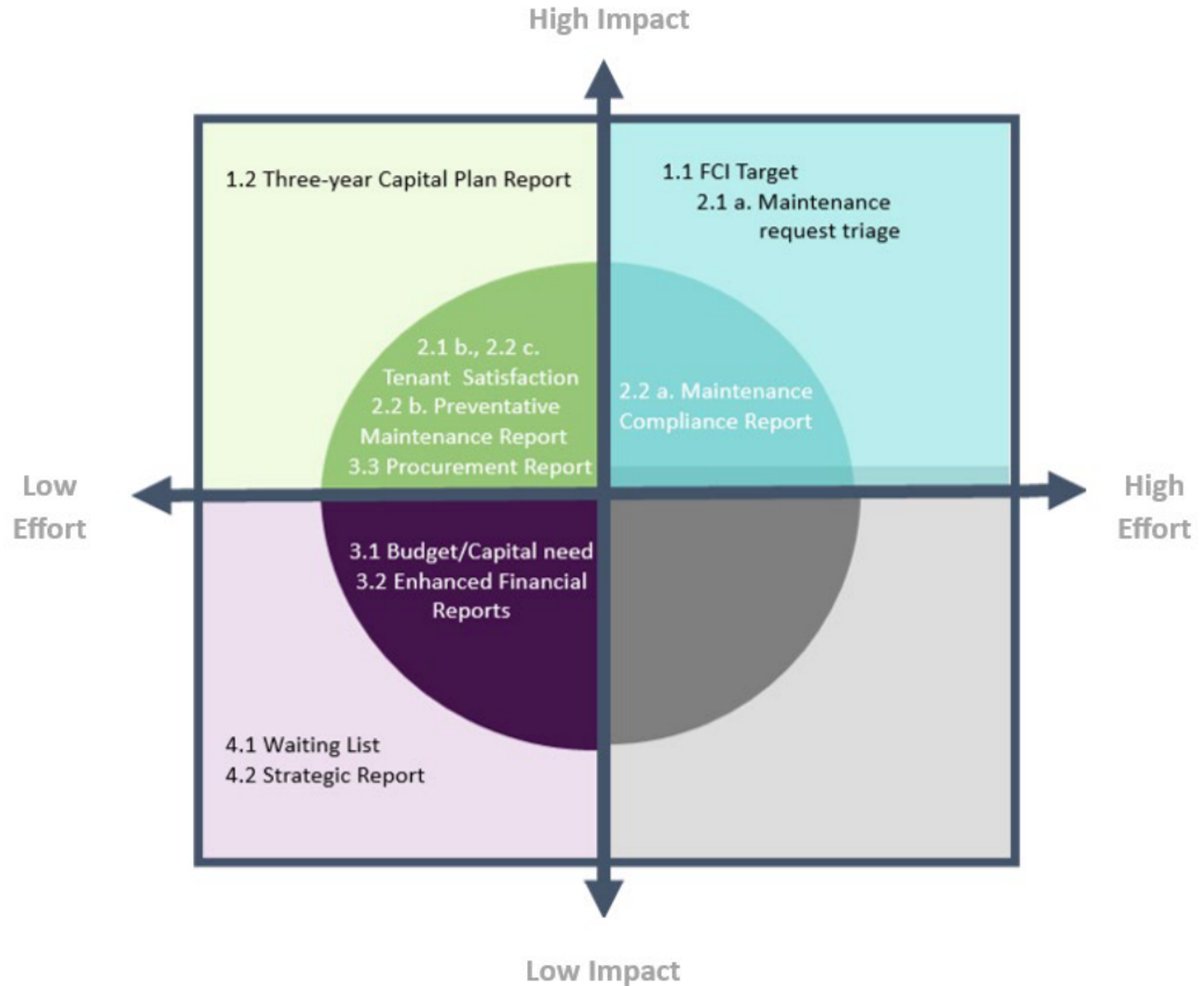
Levels of Service

STRATEGIC OBJECTIVES

Performance Measure	Effort	Impact
4.1 # households housed from the waiting list in NCHC units divided by the total number households on the NCHC waiting list	Low – information is readily available	Low – information in an indicator of housing need
4.2 Report to the Board summarizing relevant actions	Low - Information is available and can be consolidated in an annual report	Low – additional information for the Board



Implementation Heat Map





Next Steps

Finalize

- ❖ HSC to incorporate today's feedback

Present

- ❖ HSC to present to Board of Directors

Plan

- ❖ NCHC/County to develop an implementation plan



Thank You!

Questions?

HSC Business Solutions

20 Dundas St W, Ste. 1030 | Toronto, ON | M5G 2C2 | hscorp.ca