The City of Kawartha Lakes & the County of Haliburton

# 2018 Housing Asset Management Plan

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## Executive Summary

Strategic asset management is the coordinated activity of an organization to realize value from assets. It involves balancing costs, opportunities and risks against the desired performance of assets, to achieve the organizational objectives.

In January 2018, the Infrastructure for Jobs and Prosperity Act, 2015 (Ontario Regulation 588/17) set the requirements for mandatory Asset Management Plans and Mandatory Strategic Asset Management Policy for municipally-owned assets. In 2017, the City of Kawartha Lakes (CKL) commissioned an Asset Management Plan for its core infrastructure assets; however, the resulting “AMP2017” did not include Social Housing. The County of Haliburton (County) Asset Management Plan did not include Social Housing either.

CKL is the Municipal Service Manager (“Service Manager”) for housing for the County and the City of Kawartha Lakes as mandated by the Province of Ontario through the Housing Service Act. Although CKL is the designated Service Manager for both CKL and the County, the County and CKL actively collaborate in order to ensure that housing and homelessness is addressed throughout the area.

As Service Manager, CKL is responsible for the ongoing financial support of the social housing providers and their housing units. An agreement between CKL and the County outline how the cost of the ongoing financial support is shared. While operating support is cost shared based on a percentage basis overall, capital support is provided through CKL or the County based on where the units resides geographically.

In its role as Service Manager responsible for social housing in both the City and County, CKL has engaged Housing Services Corporation to complete an Asset Management Plan (AMP) for its social housing portfolio in accordance with these regulatory requirements. Due to the financial cost sharing of capital costs occurring where the unit resides geographically, the AMP is structured in such a way to define between CKL and the County.

The AMP is further broken down to identify Kawartha Lakes-Haliburton Housing Corporation (KLH Housing Corp) and the other non-profit housing providers.

CKL is the sole shareholder of KLH Housing Corp, which is established under the Business Corporation Act. KLH Housing Corp is governed by a Board of Directors which includes three municipal councillors - two from the City of Kawartha Lakes and one from the County of Haliburton. KLH Housing Corp purchases its staffing resources from the City of Kawartha Lakes. The Administrator/Manager of Housing position for the City of Kawartha Lakes is deemed to be the Chief Executive Officer and Secretary of KLH Housing Corp, and the City’s Treasurer is deemed to also be the Treasurer of KLH Housing Corp. As of August 2018, the KLH Housing Corp portfolio consists of 701 units owned and managed by KLH Housing Corp.

The other non-profit housing providers are independent corporations established through the Not-for-Profit Corporations Act. Each has its own Board of Directors and staff.

The City of Kawartha Lakes and County of Haliburton (CKL-H) Asset Management Plan (AMP) provides an overview of the Service Manager's approach to maximizing the benefit of the assets, managing risk, and providing satisfactory levels of service throughout its portfolio. It identifies the forecasted capital requirements within the next ten years based on a detailed review of the current asset inventory condition and risk.

The AMP is directly aligned with CKL's Strategic Plan 2016-2019 by supporting the goal of efficient infrastructure and asset management. One of the objectives of CKL's Strategic Plan is to provide "well managed and maintained municipal assets," which can be achieved through the AMP and alignment with municipal Master Plans.

The AMP has been completed based on available data in the CKL-H social housing portfolio provided by the Service Manager. The CKL-H social housing portfolio, as analyzed in the AMP, is valued at $145,312,010 using 2018 replacement costs. This includes:

KLH Housing Corp. (assets within CKL): $88,550,793

KLH Housing Corp (assets within the County): $14,392,926

Non-profits (assets within CKL): $5,860,427

Non-profits (assets within the County): $36,507,864

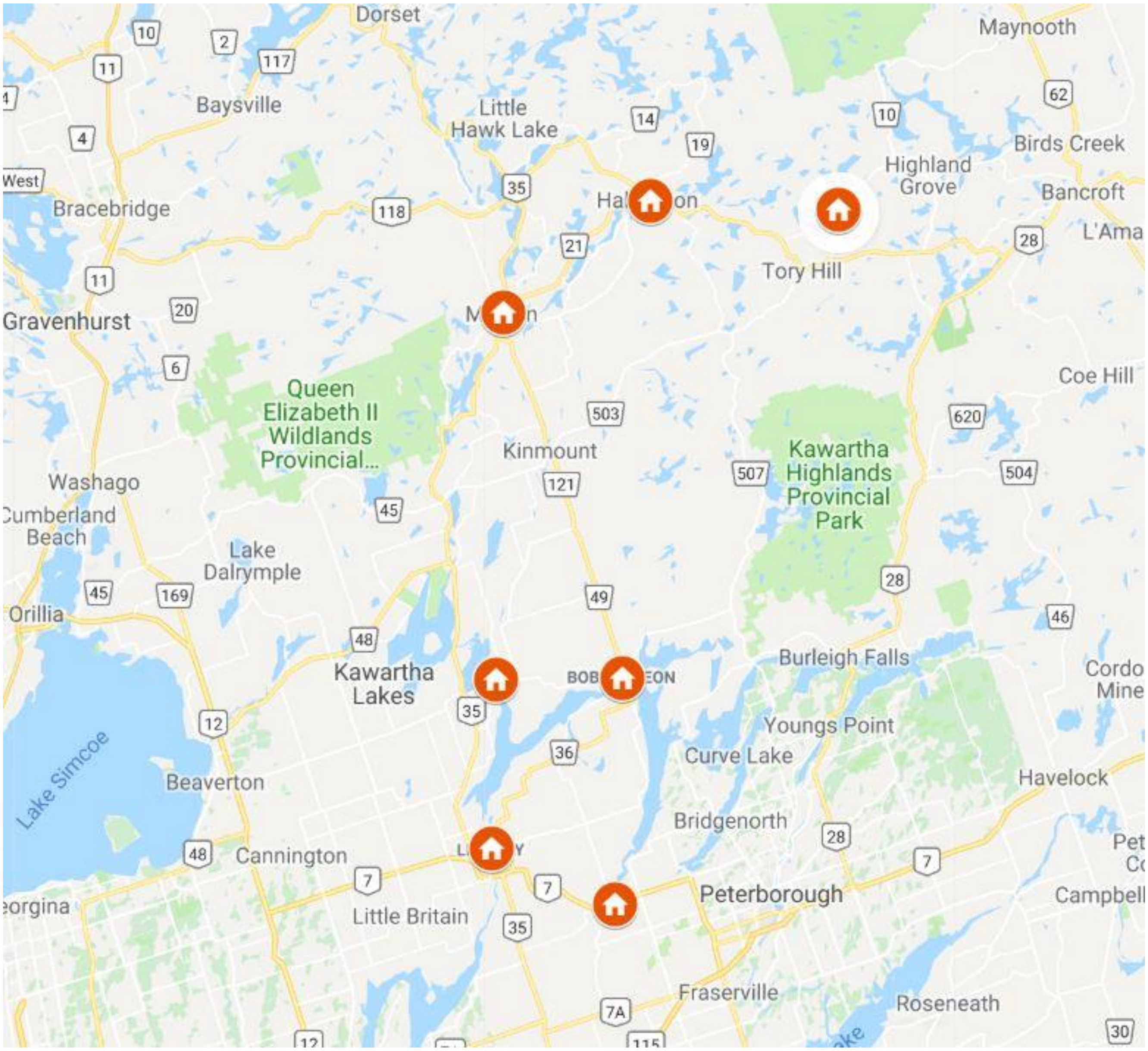
These assets require significant ongoing investment in operation, maintenance and renewal activities to ensure they are kept safe, structurally sound, and fit to support the ongoing delivery of services. With changing demographics and an evolving legislative landscape, the AMP will continue to evolve over time. At a minimum, it should be reviewed every five years and updated every ten, in accordance with the regulatory requirements of the Infrastructure for Jobs and Prosperity Act, 2015.

**Table 1**

**State of Infrastructure – Score Table**

| Asset Category | Capacity | Condition | Finance | Reliability | 2018 | Trend | Replacement Value |
|---|---|---|---|---|---|---|---|
| **KLH – assets within the County** | B | B- | B | B | B | → | **$14,392,926** |
| **KLH Housing Corp – assets within CKL** | B | B- | B- | B | B | → | **$88,550,793** |
| **Non-Profits - assets within CKL** | B | C | B | B | B | → | **$5,860,427** |
| **Non-Profits – assets within the County** | B | C- | C- | B | B | → | **$36,507,864** |

Map of City of Kawartha Lakes & County of Haliburton Housing Stock



## Introduction

The City of Kawartha Lakes (CKL) has a growing population of more than 75,000 residents, 31,000 seasonal residents and an available workforce of more than 39,000 people. The County of Haliburton (County) has a population of more than 18,000 residents and an estimated 48,000 seasonal residents.

CKL has been included in Ontario's Growth Plan ("Plan") for the Greater Golden Horseshoe (2017), which provides a framework for implementing the Province's vision for building stronger, prosperous communities by better managing growth. The Plan forecasts employment and population for CKL and identifies those areas for intensification. This will continue to be a key consideration in addressing future need within CKL-H's social housing portfolio.

### Portfolio Overview

CKL is the Municipal Service Manager ("Service Manager") for housing for the County of Haliburton and the City of Kawartha Lakes as mandated by the Province of Ontario through the Housing Service Act. Although CKL is the designated Service Manager for both the City of Kawartha Lakes and the County of Haliburton, the County and City actively collaborate in order to ensure that housing and homelessness is addressed throughout the area.

As Service Manager, CKL is responsible for the ongoing financial support of certain housing providers and their housing units. An agreement between CKL and the County outline how the cost of the ongoing financial support is shared. While operating support is cost-shared based on a percentage basis overall, capital support is provided through CKL or the County based on where the units resides geographically. Due to the financial cost sharing of capital costs occurring where the unit resides geographically, the AMP is structured in such a way to define between CKL and the County.

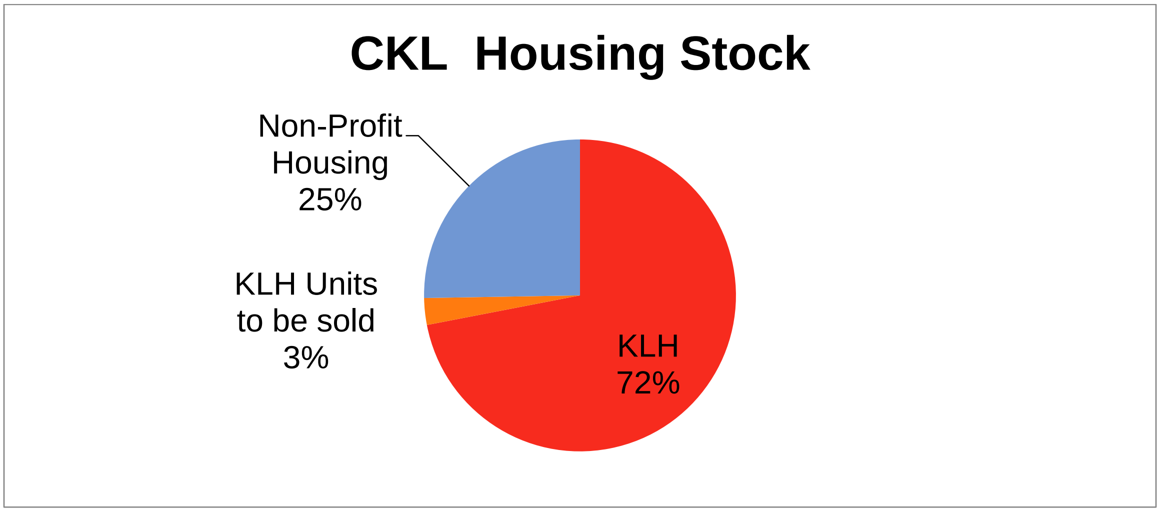
Ongoing financial support is provided to approximately 700 units managed by CKL's largest provider, KLH Housing Corp, and another 237 units distributed among five non-profit housing providers.

CKL is the sole shareholder of KLH Housing Corp, which is established under the Business Corporation Act. KLH Housing Corp is governed by a Board of Directors which includes three municipal councillors - two from the City of Kawartha Lakes and one from the County of Haliburton. KLH Housing Corp purchases its staffing resources from the City of Kawartha Lakes. The Administrator/Manager of Housing position for the City of Kawartha Lakes is deemed to be the Chief Executive Officer and Secretary of KLH Housing Corp, and the City's Treasurer is deemed to also be the Treasurer of KLH Housing Corp. As of August 2018, the KLH Housing Corp portfolio consists of 701 units owned and managed by KLH Housing Corp.

The five non-profit housing providers are independent corporations established under the Not-for-Profit Corporations Act. Each has its own Board of Directors and staff.

This AMP includes the 237 non-profit housing units and 675 of the KLH Housing Corp units. 26 KLH Housing Corp units have been slated for sale in the near future as part of KLH Housing Corp's larger strategic plan.[1] Six of the 237 non-profit housing units do not help to absorb some of the waitlist demand as they are considered as a private-rental. They also do not receive ongoing operating or capital subsidies from CKL and generally are self-sustaining through rental revenue but are included in the housing provider's capital plans and are included in the AMP.

**Chart 1 – CKL Housing Stock**




For the purposes of this AMP, the CKL-H portfolio has been divided into four asset categories:

- KLH Housing Corp - assets within CKL
- KLH Housing Corp– assets within the County
- Non-profits – assets within CKL
- Non-profits – assets within the County

Annually, KLH Housing Corp and many of the non-profit housing providers develop a detailed capital program based on their asset management software, Asset Planner, and data collected through their Building Condition Assessment (BCA) program. Projects are prioritized to minimize risk to CKL-H, the related organization and the tenants.

KLH Housing Corp establishes an annual capital budget of approximately $1.5 million. To fund this, KLH Housing Corp on average requests $1 million from CKL and $100,000 from the County, with the balance funded through reserves or other funding opportunities that arise from time to time. The CKL-H non-profit housing providers contribute a pre-set amount

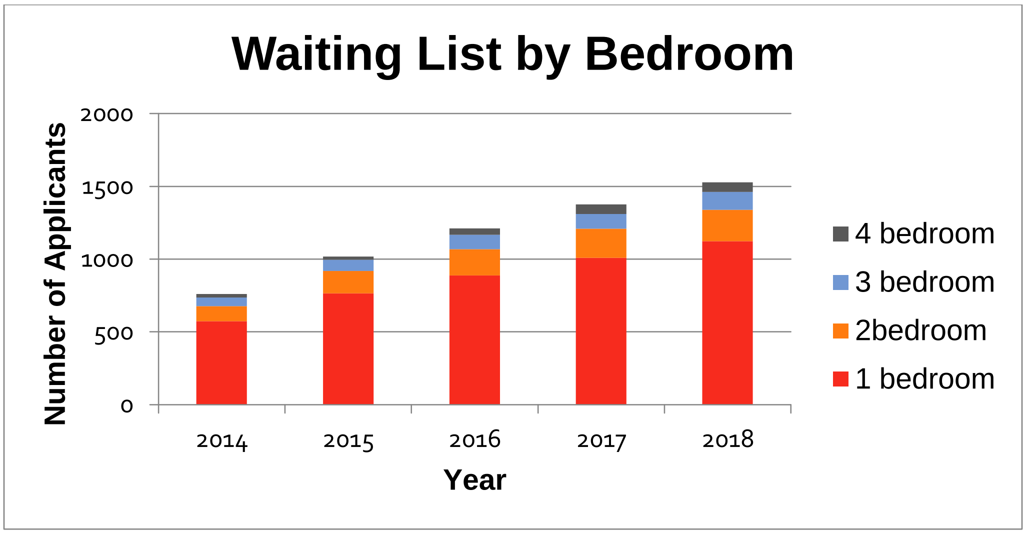
[1] In 2007, KLH Housing Corp strategic planning explored regeneration opportunities in order to maximize the benefit of the assets. Since then, KLH Housing Corp has sold 37 properties and developed 3 projects with a total of 57 units. The funds from the sale of the property are invested in the new properties.

(inflated annually) to their individual capital reserve funds, as required through the legislated funding model.

### Waiting List

CKL-H has a centralized waiting list to address the demand for social housing. The waiting list has more than doubled from 2014 to 2018. In 2014, CKL's Housing Help Division streamlined the application process and introduced an online application system to assist with growing waiting list demands. It is anticipated that demand will continue to grow as the population of CKL-H is forecasted to grow.

**Chart 2 – Waiting List by Bedroom**




## Goals and Objectives

CKL and the County have been pursuing sustainable asset management practices for its infrastructure. CKL developed a 10-year financial strategy to provide a framework in which to secure the long-term financial sustainability of the City. In 2017, CKL commissioned an Asset Management Plan for its core infrastructure assets; however, the resulting CKL AMP2017 did not include social housing. The County Asset Management Plan did not include Social Housing either. CKL, in its role as Service Manager, has engaged Housing Services Corporation to complete an Asset Management Plan for its social housing portfolio.

Both the CKL AMP2017 and County Asset Management Plan aim to support the sustainability of the infrastructure base. To fulfill its obligations of service delivery to the community, CKL-H must similarly ensure that the assets are managed in a way that balances service levels, risk, and affordability. The AMP provides an overview of CKL-H's approach to maximizing the benefit of the assets, managing risk, and providing satisfactory levels of service throughout its portfolio.

In January 2018, the Infrastructure for Jobs and Prosperity Act, 2015 (Ontario Regulation 588/17) set the requirements for mandatory Asset Management Plans and Mandatory Strategic Asset Management Policy for municipally owned assets. The AMP is a key support document to satisfying the requirements of the Infrastructure for Jobs and Prosperity Act, 2015.

While this CKL-H AMP for social housing is a standalone document at this point, the intention is for it to become and appendix of the CKL and County's overall AMP. At the next review cycle of each AMP, CKL and the County will include social housing in their overall plan.

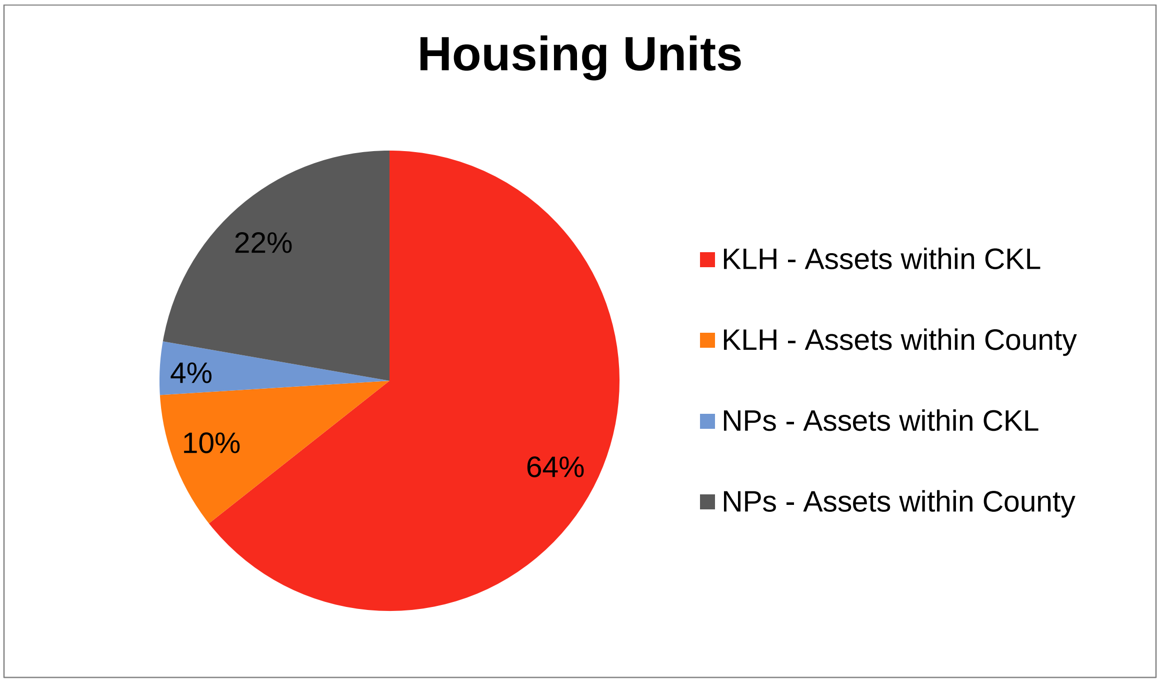
## State of Infrastructure

### Asset Inventory

The AMP asset inventory includes the 237 non-profit housing units and 675 KLH Housing Corp units. The base data below is from Asset planner:

1. KLH Housing Corp – assets within CKL – 587 units (64%)
2. KLH Housing Corp – assets within the County – 88 units (10%)
3. Non-profits – assets within CKL – 34 units (4%)
4. Non-profits – assets within the County – 203 units (22%)

**Chart 3 – Housing Units Distribution**




A complete listing of the buildings, addresses, unit count and asset type are included as Appendix 1.7.

### Asset Valuation

The asset replacement cost is defined as the actual cost to replace an asset in today's dollars in new condition. Replacement cost is helpful in determining when repairing an asset is no longer a cost-efficient practice and replacement is more suitable. A number of different methodologies were explored to determine the best method to calculate asset replacement values, including insurance values, BCA values, Altus-Canadian Cost Guide and Asset Planner replacement values. CKL-H selected the use of its asset management software (Asset Planner) replacement values for the purposes of this AMP.

These replacement values use RSMeans, which provides accurate and up-to-date cost information in order to precisely calculate the cost for both new building construction and renovation projects. This method is based on multiplying a unit rate by the gross area of the asset. Table 2 shows the replacement value for each asset category in the CKL-H social housing portfolio. A complete list of building valuations by address is included in Appendix 1.8.

**Table 2 – Asset Valuation Summary**

| Asset Category | Replacement Cost | Number of Units |
|---|---|---|
| **KLH Housing Corp – assets within CKL** | 88,550,793 | 587 |
| **KLH Housing Corp – assets within the County** | 14,392,926 | 88 |
| **Non-profits – assets within CKL** | 5,860,427 | 34 |
| **Non-profits – assets within the County** | 36,507,864 | 203 |
| **TOTAL** | **145,312,010** | **912** |

## Methodology

The information in this report was collected from data provided by the CKL-H team using its Asset Management Software. The criteria for grading, the measurement framework and rating system were selected in consultation with the CKL-H team and are aligned with the CKL AMP 2017. The rating system utilized was developed from the Canadian Infrastructure Report Card. The grading system was adopted from the American Society of Civil Engineers (ASCE).

**Grading Criteria –** Appendix 1.0 indicates the criteria selected for grading of the housing assets and their definitions.

**Measurement Framework –** Appendix 1.1 indicates the measurement framework agreed upon by the CKL-H team.

**Rating System –** The Canadian Infrastructure Report Card system was adopted for this AMP report and is outlined in Appendix 1.2.

**Grading System –** The grading system was adopted from the American Society of Civil Engineers (ASCE), and is listed in Appendix 1.3.

Using these criteria, a Score Table 3 was developed to assist CKL-H in understanding of the state of the social housing asset portfolio on a consistent basis:

**Table 3 – State of Infrastructure – Score Table**

| Asset Category | Capacity | Condition | Finance | Reliability | 2018 | Trend | Replacement Value |
|---|---|---|---|---|---|---|---|
| KLH Housing Corp – assets within CKL | B | B- | B- | B | B | → | $88,550,793 |
| KLH – assets within the County | B | B- | B | B | B | → | $14,392,926 |
| Non-Profits - assets within CKL | B | C | B | B | B | → | $5,860,427 |
| Non-Profits – assets within the County | B | C- | C- | B | B | → | $36,507,864 |

## Age

The Age of the building helps predict the remaining useful life of an asset. Remaining useful life is one of the indicators of the health of an asset. Increasingly the term *asset health* is being used in relation to measures that monitor the current (or predicted) capability or condition of an asset to perform its desired function. It is most frequently used as a measure for supporting Capital Investment Decision-Making.

The typical life span of a building is dependent on the type of the building and construction. Another major factor is an asset's lifespan is maintenance. For the purpose of this AMP it is assumed that single detached, townhouses, and low-rise apartment timber structures have a lifespan of 60 years; and low-rise and high-rise apartment buildings concrete structure have a lifespan of 80 years.

### KLH Housing Corp (units within CKL) Housing Stock Age

The average asset age for KLH Housing Corp housing stock located within CKL is **37.35 years**. The average age by asset type is:

- High-rise apartments - 43 years
- Low rise apartments - 35 years
- Townhouses – 32 years
- Single detached – 39 years

### KLH Housing Corp (units within the County)

The average asset age for KLH Housing Corp housing stock located in County of Haliburton is 21.25 years. The stock consists of only low-rise apartments.

### Non-Profits (units within CKL)

The Non-Profit housing stock within CKL has only two types of buildings – low-rise apartments and townhouses. The eight-unit townhome in this category is 118 years old. A 2017 building condition assessment indicated that this asset overall condition is poor, however, based on its capital needs in Asset Planner and the capital funding available, this asset does not appear to encounter any financial shortfalls until year 11 of this plan. Therefore, its 10 year facility condition index is 0% rating it as good. It should be noted that the age of this building significantly skews the average asset age for this group, making it **75 years**. If this building is removed from the calculation, the average age of the NP Housing Stock located within CKL is **31 years**.

The average age by asset type is:

- Low-rise apartments – 31 years
- Townhouses - 118

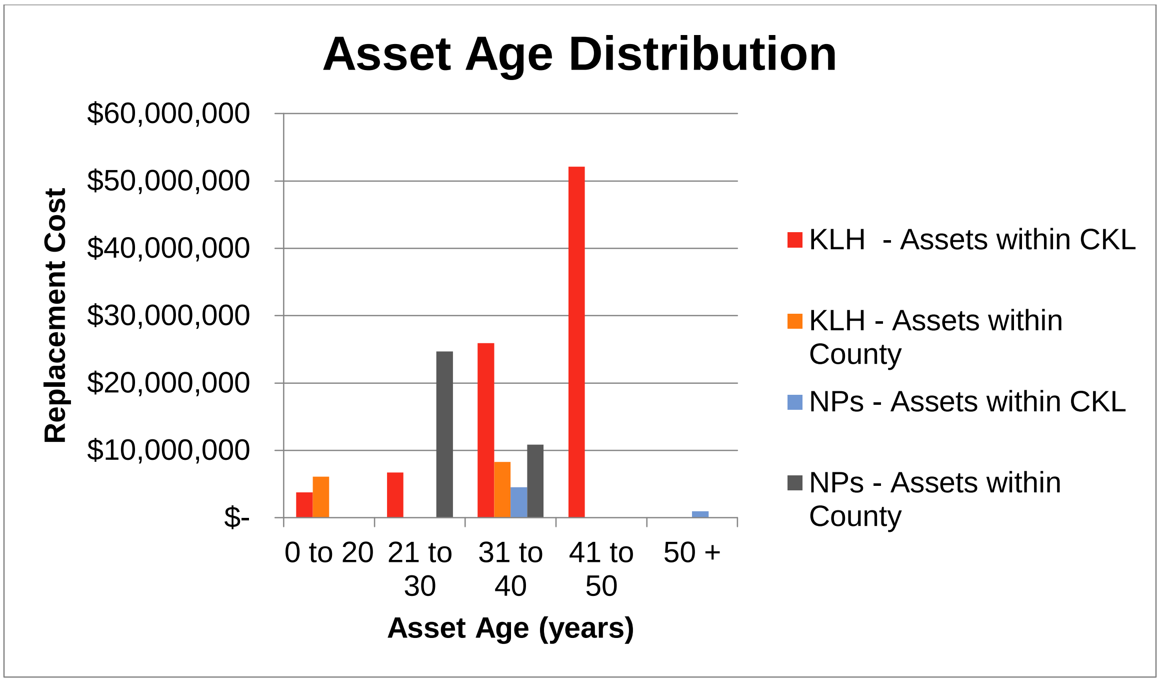
## Non-Profits – (units within the County)

The average asset age for Non-profit housing stock located in County of Haliburton is **27.13 years**. The average age by asset type is:

- Low-rise apartment – 28.8 years
- Townhouses – 24.33 years

The Chart below illustrates the asset age distribution:

**Chart 4 – Asset Age Distribution**




## Condition

The condition rating of the assets is a five rating system as defined in Appendix 1.2. The ratings adopted are very good, good, fair, poor and very poor.

CKL-H utilizes Asset Planner to assess the condition of the assets. In 2017, BCAs were undertaken for each building in the portfolio, which provide a current estimate of the overall capital needs over the next 30 years. These, combined with asset site reviews and annual unit inspections, help determine the condition of the assets.

Overall, the CKL-H KLH Housing Corp stock is in good condition which is consistent with a sound asset management approach. However, the CKL-H non-profit portfolio is in fair condition and declining, this is consistent throughout the province as the non-profits capital reserves are limited. The challenge is ensuring those assets in poor or very poor condition get the attention they need so that they are not left to deteriorate to the point where they begin to have significant adverse effects on levels of service.

## Trends

Review of the Asset Management Plan is required every 5 years and updates every 10 years by the legislation. With no new funding programs on the horizon, the trend will be neutral for KLH Housing Corp units for the first 10 years; however, the trend will decline for the housing located in the County over the long term. If KLH Housing Corp continues to maintain current indicator levels, including maintaining preventative maintenance, maintaining capital expenditures, and unit turnover rates, the stock will remain neutral. Overall, additional investment in capital repairs is required.

A review of the non-profit portfolio indicates that this stock is in a fair position for the next 10 years with minor shortfalls in capital funding to meet identified capital needs. However, it is expected that the trend following the first 10 years will be declining, with some of the stock reaching critical condition based on the current level of capital reserve funding contributions.

**Table 4**

**KLH – Assets within CKL Overall Portfolio Score**

| Criteria | Very Good (8-10) | Good (7-7.9) | Fair (6-6.9) | Poor (5 – 5.9) | Very Poor (<5) | Raw Score | Normalized Score (=Raw Score/10) | Weight | Weighted Totals |
|---|---|---|---|---|---|---|---|---|---|
| Capacity | | 7.00 | | | | 7.00 | 0.700 | 0.150 | 0.105 |
| Condition | | | 6.95 | | | 6.95 | 0.695 | 0.300 | 0.208 |
| Finance | | | 6.80 | | | 6.80 | 0.680 | 0.200 | 0.136 |
| Reliability | | 7.40 | | | | 7.40 | 0.740 | 0.350 | 0.259 |
| Total Points | | | | | | | | 1 | 0.708 |

**Justification**

Capacity Indicators:

- Unit move-in time is 8 days 75% of the time.
- Waitlist are growing fast, the demand is much higher than the supply.
- Meets Service Level Agreement.
- Vacancy rates are low.

Condition Indicators:

- 10 FCI is 0.73% (good) and increasing to 7.72% (fair) in 30 years.
- Preventative maintenance is conducted regularly.
- Work orders are addressed in 1 to 3 days.

Finance Indicators:

- 10 year needs are approximately $ 12.3 M.
- Overall the portfolio is well funded with minor shortfall in the first 10 years.

Reliability Indicators:

- Legislative requirements are met including Electrical Safety Authority (ESA), Technical Standards and Safety Authority (TSSA), Ontario Clean Water Act (OCWA), Fire Code, and asbestos management plans.
- Redundancy - no backup power.
- All buildings have security cameras, and Emergency lighting.
- KLH has a business continuity plan.
- Customer satisfaction higher than 75%.

**Table 5**

**KLH – Assets within County Overall Portfolio Score**

| Criteria | Very Good (8-10) | Good (7-7.9) | Fair (6-6.9) | Poor (5 – 5.9) | Very Poor (<5) | Raw Score | Normalized Score (=Raw Score/10) | Weight | Weighted Totals |
|---|---|---|---|---|---|---|---|---|---|
| Capacity | | 7.00 | | | | 7.00 | 0.700 | 0.150 | 0.105 |
| Condition | | 7.93 | | | | 7.93 | 0.792 | 0.300 | 0.238 |
| Finance | | 7.63 | | | | 7.63 | 0.762 | 0.200 | 0.153 |
| Reliability | | 7.40 | | | | 7.38 | 0.738 | 0.350 | 0.258 |
| Total Points | | | | | | | | 1 | 0.753 |

**Justification**

Capacity Indicators:

- Unit move-in time is 8 days 75% of the time.
- Waitlist are growing fast, the demand is much higher than the supply.
- Meets Service Level Agreement.
- Vacancy rates are low.

Condition Indicators:

- Overall Portfolio FCI is 0% (good) and increasing to 22.63% (poor) in year 30.
- Preventative maintenance is conducted regularly.
- Work orders are addressed in 1 to 3 days.

Finance Indicators:

- 10 year needs are approximately $ 1.05 M.
- Overall the portfolio is well funded with minor shortfall the first 10 years of the study. Following 15 years the shortfall increases rapidly.

Reliability Indicators:

- Legislative requirements are met including ESA, TSSA, OCWA, Fire Code, and asbestos management plans.
- Redundancy - no backup power.
- All buildings have security cameras, and Emergency lighting.
- KLH has a business continuity plan.
- Customer satisfaction higher than 75%.

**Table 6**

**NPs – Assets within CKL Overall Portfolio Score**

| Criteria | Very Good (8-10) | Good (7-7.9) | Fair (6-6.9) | Poor (5 – 5.9) | Very Poor (<5) | Raw Score | Normalized Score (=Raw Score/10) | Weight | Weighted Totals |
|---|---|---|---|---|---|---|---|---|---|
| Capacity | | 7.00 | | | | 7.00 | 0.700 | 0.150 | 0.110 |
| Condition | | | 6.40 | | | 6.40 | 0.640 | 0.300 | 0.190 |
| Finance | | 7.00 | | | | 7.00 | 0.700 | 0.200 | 0.140 |
| Reliability | | 7.00 | | | | 7.00 | 0.700 | 0.350 | 0.250 |
| Total Points | | | | | | | | 1 | 0.680 |

**Justification**

Capacity Indicators:

- Waitlist are growing fast, the demand is much higher than the supply.
- Meets Service Level Agreement.
- Vacancy rates are low.

Condition Indicators:

- 10 year FCI is 4%.
- 30 year FCI for portfolio is 28%.
- 30 year FCI for Neighborhood housing in Lindsay is 40.6% and for Fenelon Falls Independent living is 19%.

Finance Indicators:

- 10 year needs are $ 898,315.
- Overall the portfolio requires additional funding starting year 7. Shortfall increases rapidly.

Reliability Indicators:

- Legislative requirements are met including TSSA, Fire Code. Redundancy - no backup power.
- Fenelon Falls has one elevator and emergency lighting.
- Both non-profit has an emergency response plan.

**Table 7**

**NPs – Assets within County Overall Portfolio Score**

| Criteria | Very Good (8-10) | Good (7-7.9) | Fair (6-6.9) | Poor (5 – 5.9) | Very Poor (<5) | Raw Score | Normalized Score (=Raw Score/10) | Weight | Weighted Totals |
|---|---|---|---|---|---|---|---|---|---|
| Capacity | | 7.00 | | | | 7.00 | 0.700 | 0.150 | 0.110 |
| Condition | | | 6.11 | | | 6.11 | 0.610 | 0.300 | 0.180 |
| Finance | | | 6.20 | | | 6.20 | 0.620 | 0.200 | 0.120 |
| Reliability | | 7.28 | | | | 7.28 | 0.730 | 0.350 | 0.250 |
| Total Points | | | | | | | | 1 | 0.67 |

**Justification**

Capacity Indicators:

- Waitlist are growing fast, the demand is much higher than the supply.
- Meets SLA.
- Vacancy rates are low.

Condition Indicators:

- 10 year FCI is 6% and 30 year FCI 32.85%.

Finance Indicators:

- 10 year needs are $5,089,310.
- Overall the portfolio is not adequately funded with major shortfall.

Reliability Indicators:

- Legislative requirements are met including ESA, TSSA, OCWA, Fire Code.
- KLH has an emergency response plan.

## Level of Service

The level of service is determined in accordance with the legislated requirements, corporate documents and strategic plans, available funding and needs, and is informed by data from the last two calendar years.

### Current level

CKL-H's current level of service is based on the following:

- Rent Geared to Income (RGI) agreement (Service Level Agreement with the Province). This agreement came into effect in 2001 and states that CKL-H must provide 871 RGI units.
- Ontario Regulation 516/06 under the Residential Tenancies Act, 2006 (KLH Housing Corp adopted in 2007 for all KLH Housing Corp assets).
- Customer satisfaction: KLH Housing Corp conducts a tenant survey every two years to measure customer satisfaction and have consistently exceeded their target of 75% good or better customer satisfaction.

### Proposed level

CKL-H proposed level of service is based on the following:

- Rent Geared to Income (RGI) agreement (Service Level Agreement with the Province). This agreement came into effect in 2001 and states that CKL must provide 871 RGI units.
- Ontario Regulation 516/06 under the Residential Tenancies Act, 2006 (KLH Housing Corp adopted in 2007 for all KLH Housing Corp assets).
- Customer satisfaction: KLH Housing Corp conducts a tenant survey every two years to measure customer satisfaction and have consistently exceeded their target of 75% good or better customer satisfaction.
- Maintaining a Facility Condition Index of 10% or lower for all assets.

CKL-H is meeting current levels of service and is on track to meet the proposed level of service moving forward.

## Trends and Risks

A number of factors can have an impact on the levels of service, and may impact CKL-H's ability to meet the proposed level of service moving forward. The largest contributor to potential risk to service levels is the demand from waiting list. Additional factors that could potentially cause risk include:

- Building Codes, Municipal By-laws and Regulatory changes – these changes typically require additional funding to maintain the level of service.
- Funding availability – In today's municipal world, many conflicting priorities exist and potentially could cause constraints to funding.
- Operation and maintenance – how the assets are maintained has a huge impact on the performance of the assets and the lifecycle of the assets. Failure of assets or components of the assets can have a huge impact on service delivery. Housing providers and KLH Housing Corp will need to continue to invest in maintenance programs.
- Growth in municipality and change in demographics – By provincial regulation, the asset management plan must reflect the population forecast set out in the Growth Plan for the Greater Golden Horseshoe. A difference between forecast and actual population growth, however, can affect levels of service.
- Demands from waiting list – Current analysis indicate that one bedroom units is the unit type in highest demand for CKL-H. This demand could change for a number of reasons and have an impact on housing the applicants.

# Asset Management Strategy

## Objective

The majority of the Asset Management Strategy focuses on the long term strategic requirements of the physical assets. It provides direction and guidance to enable the creation of investment and maintenance plans – essential to putting in place the resources (including finance) to manage the assets in order to achieve desired outcomes and proposed level of service.

As part of any Asset Management Strategy there should be continuous reviews with regard to the effectiveness or viability of the assets. Drivers for asset rationalization and disposal decisions could include one or more of the following:

- Changes to standards rendering the assets unsuitable for the latest requirements
- Changes to the required level of service
- Changes to the required capabilities the asset or asset systems are expected to achieve
- Changes to Health and Safety legislation rendering the assets unsuitable for operation or viable for decommissioning/disposal.
- Assets exceed useful life
- Ageing assets expected to become obsolete
- Implications based upon the outputs of the Environmental Impact Assessments, risk assessments

Over the life of an asset it is often the case that the most significant cost is that of operation and maintenance and not the design and construction. However, asset decommissioning and disposal costs can also be significant and are frequently a differentiator when considering options for capital investment. Understanding these costs and feeding them into the Capital Investment Decision-Making processes is therefore an extremely important part of Life Cycle costing.

## Asset Lifecycle Management Strategy

Capital Investment Decision-Making is based on an understanding of probable asset degradation and trading-off investments (CAPEX), maintenance costs (OPEX), and risks (and their probabilities) in order to optimize a capital investment decision. The optimization can be in terms of timing, the choice of asset, or both.

In order to do this effectively, the costs and risks associated with an asset - and how these vary through time or with usage - need to be understood. Life Cycle cost analysis is typically used to determine the intervention(s) that represent the lowest Life Cycle costs. Appendix 1.4 shows a simplified example of how annual costs may vary for a given asset or asset system.

Life Cycle Value Realization in practice means the combination of capital investment and operations & maintenance processes to support decision making and maximize the value obtained from assets over the life of the asset.

For housing assets the mid-life overhaul occurs around 25 to 30 years as numerous building elements require renewal. Based on the average age of the assets throughout the CKL social housing portfolio the mid-life overhaul has occurred for most assets.

In order to optimize operating costs, KLH Housing Corp and some of the Non-Profits have conducted numerous energy initiatives resulting in significant operational savings. These initiatives include window replacement, adding insulation to increase R-values, replacing mechanical equipment with high efficiency equipment, and installing heat control systems in all electrically heated buildings.

It is critical to strive for continual improvement of the assets. A key component of the success of continual improvement in the asset lifecycle is ongoing monitoring and reporting. The asset lifecycle (Appendix 1.5) indicates the typical phases of the lifecycle of an asset.

**To ensure that the lifecycle activities are undertaken for the lowest cost to achieve the proposed levels of service, the following is recommended:**

- Develop and document a risk-based capital prioritization system. A prioritization system will ensure the lifecycle activities are conducted when needed thus ensuring extending the life of the asset.
- Continue to Implement cost control techniques such as exploring efficiencies from bulk tendering and timing of tendering.
- Continue with Building Condition Assessment program and update every five years and align with site review program.
- Develop documentation clearly defining capital work and operating work. Consider including a minimum threshold for capital work.

### Facility Condition Index

The Facility Condition Index (FCI) is an industry standard asset management tool which measures the structure’s condition at a specific point in time. FCI is obtained by aggregating the total cost of any needed or outstanding repairs, renewal or upgrade requirements for a building compared to the current replacement value of the building. Land value is not considered when evaluating FCI.

The lower the FCI, the better the condition the building is in. As FCI increases, assets will experience increased risk of component failure, increased maintenance and operation costs, and greater negative impacts on staff and residents.

$$FCI = \frac{\text{Unfunded Renewal and Repair Costs}}{\text{Asset Replacement Value}}$$


A lifecycle analysis was conducted for the assets included in this AMP and the summary tables below indicate the capital needs and the funding provided for these needs. As with any asset, if no investment is made to maintain these buildings, they will deteriorate and require significant investment to bring FCI in line with service levels.

**Assumptions for KLH**

- CKL invested for 2018 $1,000,000 for capital renewals for the KLH Housing Corp assets within CKL
- The County invested for 2018 $100,000 for capital renewals for the KLH Housing Corp assets within the County
- An annual growth rate of 2% is applied to the annual capital renewal budget
- An annual inflation rate of 2% has been used for cost of capital renewals
- The overall facility condition index (FCI) by housing provider has been used. Individual assets may have a different FCI.
- The opening capital reserve balance for KLH Housing Corp for assets within the City is $500,000
- The opening capital reserve balance for KLH Housing Corp assets within the County is $150,000

**Table 8**

**KLH – Assets within CKL – Financial Summary**

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | $500,000 | ($589,840) | ($755,400) | ($300,139) | ($427,917) | ($338,115) | $69,355 | $132,411 | $593,922 | $950,499 |
| **Annual Allocation** | $1,020,000 | $1,040,400 | $1,061,208 | $1,082,432 | $1,104,081 | $1,126,162 | $1,148,686 | $1,171,659 | $1,195,093 | $1,218,994 |
| **Capital Expenditure** | $2,109,840 | ($1,205,959) | ($605,947) | ($1,210,211) | ($1,014,278) | ($718,692) | ($1,085,630) | ($710,148) | ($838,516) | ($2,816,552) |
| **Closing Balance** | ($589,840) | ($755,400) | ($300,139) | ($427,917) | ($338,115) | $69,355 | $132,411 | $593,922 | $950,499 | ($647,059) |
| **FCI** | **0.67%** | **0.85%** | **0.34%** | **0.48%** | **0.38%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** | **0.73%** |

**Table 9**

**KLH – Assets within the County Financial Summary**

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | $150,000 | $161,682 | ($25,456) | $37,162 | $123,740 | $137,454 | $115,803 | $175,003 | $244,315 | $305,119 |
| **Annual Allocation** | $102,000 | $104,040 | $106,121 | $108,243 | $110,408 | $112,616 | $114,869 | $117,166 | $119,509 | $121,899 |
| **Capital Expenditure** | ($90,318) | ($291,178) | ($43,502) | ($21,665) | ($96,695) | ($134,267) | ($55,669) | ($47,854) | ($58,704) | ($212,650) |
| **Closing Balance** | $161,682 | ($25,456) | $37,162 | $123,740 | $137,454 | $115,803 | $175,003 | $244,315 | $305,119 | $214,369 |
| **FCI** | **0.00%** | **0.18%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** | **0.00%** |

### Assumptions for Non-Profit Housing

- Capital reserve balances used for analysis were provided by CKL-H
- An annual inflation rate of 2% has been used for cost of capital renewals.
- The overall facility condition index (FCI) by housing provider has been used. Individual assets may have a different FCI.
- The escalation factor used for annual capital reserve contribution is 1.75%

**Table 10**

**Non Profits – Assets within CKL Financial Summary**

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | $401,915 | $375,736 | $358,166 | $300,183 | $231,999 | $195,775 | $143,665 | ($219,529) | ($277,814) | ($383,709) |
| **Annual Allocation** | $24,234 | $24,658 | $25,089 | $25,528 | $25,975 | $26,430 | $26,892 | $27,363 | $27,842 | $28,329 |
| **Capital Expenditure** | ($95,645) | ($37,464) | ($70,754) | ($72,236) | ($58,142) | ($69,724) | ($280,566) | ($76,274) | ($104,763) | ($32,747) |
| **Closing Balance** | $343,007 | $330,201 | $284,536 | $237,828 | $205,662 | $162,368 | ($91,306) | ($140,217) | ($217,138) | ($221,556) |
| **FCI** | **0%** | **0%** | **0%** | **0%** | **0%** | **0%** | **2%** | **2%** | **3%** | **3%** |

**Table 11**

**Non Profits – Assets with the County Financial Summary**

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Opening Balance** | $1,128,316 | $964,717 | $88,870 | ($82,055) | ($541,038) | ($506,255) | ($532,575) | ($750,245) | ($1,488,449) | ($1,544,227) |
| **Annual Allocation** | $162,613 | $165,459 | $168,354 | $171,300 | $174,298 | $177,348 | $180,452 | $183,610 | $186,823 | $190,092 |
| **Capital Expenditure** | ($326,212) | ($1,041,306) | ($339,279) | ($630,283) | ($139,515) | ($203,669) | ($398,122) | ($921,813) | ($242,600) | ($846,512) |
| **Closing Balance** | $964,717 | $88,870 | ($82,055) | ($541,038) | ($506,255) | ($532,575) | ($750,245) | ($1,488,449) | ($1,544,227) | ($2,200,646) |
| **FCI** | **0.00%** | **0.00%** | **0.22%** | **1.48%** | **1.39%** | **1.46%** | **2.06%** | **4.08%** | **4.23%** | **6.03%** |

## Operational and Maintenance Strategies

Maintenance decision-making process forms a critical component in the asset lifecycle.

KLH Housing Corp and most of the Non-Profit providers regularly carry out all required preventative maintenance, including (but not limited to): elevators, fire safety systems, mechanical equipment, and electrical systems.

Operational data for KLH Housing Corp for 2015, 2016 and 2017 was reviewed. Overall operating costs increased by 4.2% from 2015 to 2016. This is mainly attributed to an increase in utility costs and maintenance costs. However, the overall operating costs decreased by 8.5 % from 2016 to 2017. This is mainly attributed to a decrease in utility costs and maintenance costs. KLH Housing Corp conducted a number of energy initiatives resulting in significant operational savings. These initiatives include window replacement, adding insulation to increase R-values, replacing mechanical equipment with high efficiency equipment, installing heat control system in all electrically heated buildings. Furthermore, disposal activities have been ongoing since 2014, thus reducing operating costs as well.

Many of the Non-Profit housing providers have conducted a number of energy initiatives resulting in significant operational savings. These initiatives include window replacement, addition insulation to increase R-values, replacing mechanical equipment with high efficiency equipment, and installing heat control systems in some electrically heating buildings.

To ensure that the operational and maintenance strategies are undertaken for the lowest cost to achieve the proposed levels of service throughout the portfolio, the following is recommended:

- The Service Manager will document a Preventative Maintenance plan and share with housing providers.
- Further implement energy initiatives
- Participate in the utility management program (UMP) by adding additional buildings, where appropriate.

## Non-Infra-structure Solutions

Non-Infra-structure solutions are a critical component of an asset management plan. They are defined as any actions or policies that can lower costs or extend asset life. There are a number of such solutions available and CK-HL will continue to investigate and encourage housing providers to adopt solutions in the future. Generally, non-infrastructure solutions include:

Customer-oriented measures – education/information aimed at modifying tenant behavior

Supply-oriented practices – improving internal practices to enhance service delivery

Some of the non-infrastructure solutions adopted in the CKL-H social housing portfolio to date include:

- Anti-hoarding policy (all KLH Housing Corp buildings)
- Non-smoking policy (in some buildings)
- Pet policy (all KLH Housing Corp buildings)

These policies have a positive result on extending the life of the assets. Furthermore, minimum care standards are included in the lease agreements with the tenants.

### Disposal Activities

CKL-H has supported KLH Housing Corp in the development of a disposal plan for properties that have reached end of useful life in its portfolio. The properties on the disposal plan are single detached dwellings built between 1953 and 1968 and require significant capital repairs resulting in a FCI in the critical zone. The sale of such properties has been ongoing since 2014. The funds from the sale of these properties are reinvested into future development, which will help KLH Housing Corp maintain their levels of service.

### Expansion Activities

KLH Housing Corp has a developed a new communities plan to address the growing demand from the waitlist. The plan includes approximately 90 units to be built between 2019 and 2021.

# Financing Strategy

## Overview

A financial strategy is a critical and key component of an Asset Management Plan. The financial strategy should be linked with the level of service. For sustainability of the assets a financial strategy is critical.

Since devolution of housing in 2001, ownership of public housing and administration of non-profit housing was transferred to municipalities. CKL-H is responsible for providing financial subsidy to social housing providers. The subsidy level is determined by a number of factors, including benchmarks established by the province.

Non-profit housing providers are required to have a capital reserve fund and annually contribute to that fund. The capital repair fund is to be used for capital repairs only. KLH Housing Corp has also established a reserve fund for its units.

## Funding Sources

There are several funding sources for renewal of assets. The main source of funding is from the tax levy base, but other sources include:

- Capital reserves are a requirement of the non-profit housing program. In addition, KLH Housing Corp has established a capital reserve fund.
- Provincial and Federal government funding programs - This includes programs for new development and capital repairs. In the last few years, numerous programs including Social Housing Electricity Efficiency Program (SHEEP), Social Infrastructure Fund (SIF), Social Housing Improvement Program (SHIP) have been available.
- Surplus Sharing Program: non-profit housing providers that generate operational surpluses are permitted to keep the municipality's share of 50% in their capital reserve fund. CKL has initiated this program to assist housing providers in building their capital surplus.
- KLH Housing Corp Operational and capital efficiencies – CKL has approved that any surpluses at year end or from completed capital projects remain within KLH Housing Corp.

A ten year analysis and thirty year analysis have been conducted for capital renewal of assets in the CKL-H social housing portfolio. The findings are as follows:

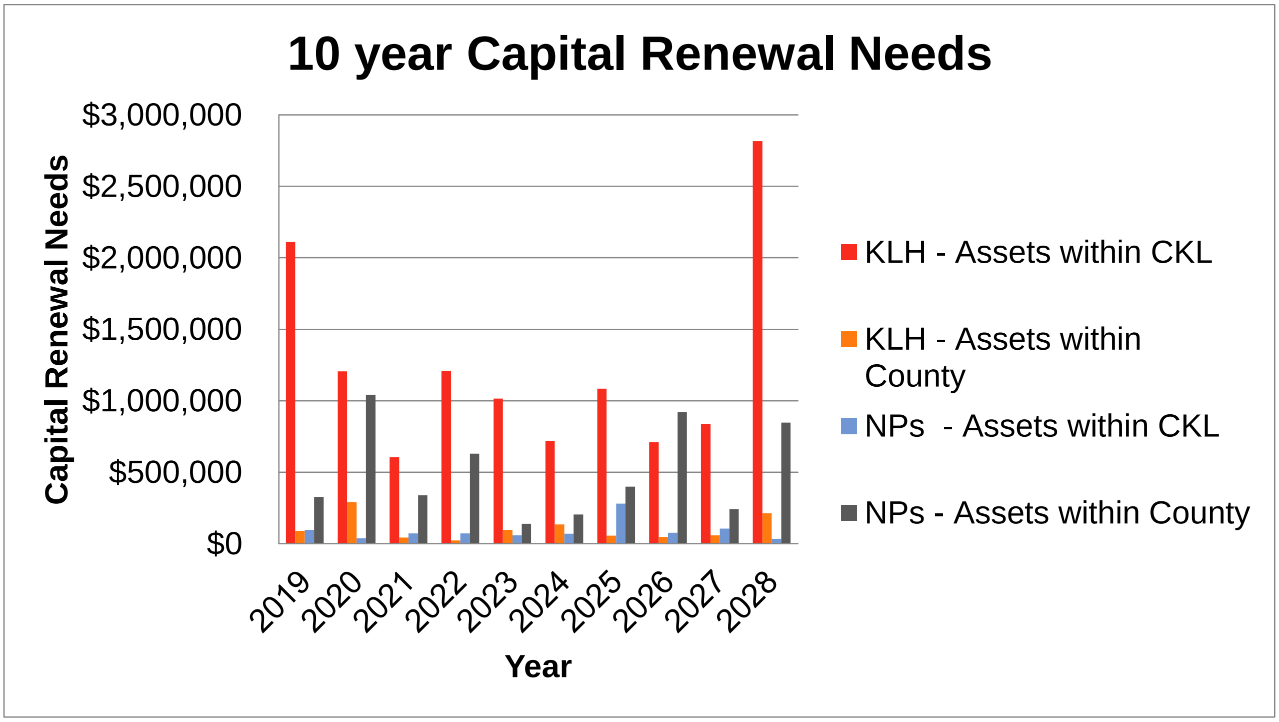
**Table 12**

**Financial Analysis Summary**

| Program | 10 Year Capital Needs | Average Annual Capital Needs (10 Year) | 30 Year Capital Needs | Average Annual Capital Funding (30 Year) | Average Annual Capital Need (30 year) | Annual Shortfall (based on 30 year) |
|---|---|---|---|---|---|---|
| **KLH - assets within CKL** | $12,315,774 | $1,231,577 | $48,317,603 | $1,379,315 | $1,610,586 | $231,272 |
| **KLH - assets within the County** | $1,052,503 | $105,250 | $7,545,643 | $137,931 | $251,521 | $113,590 |
| **Non-Profits – within CKL** | $898,315 | $89,832 | $2,975,644 | $31,518 | $99,188 | $67,670 |
| **Non-Profits – within the County** | $5,089,310 | $508,931 | $19,465,343 | $211,490 | $648,844 | $437,355 |

## Chart 5

### 10 Year Renewal Needs



## Recommendations

In its role as Service Manager and responsible for social housing in both the City and County, CKL has an interest in developing an Asset Management Plan (AMP) for its social housing portfolio. The AMP will serve as a tool for the planning of this important community and social asset while also meeting the requirements of mandatory Asset Management Plans for municipally owned assets.

This AMP recognizes the differences in financial cost sharing of capital costs and therefore the analysis has been done to separately report on CKL and the County, as well as to identify further differentiation between KLH Corporation and the non-profit housing providers. While this analysis was done at a granular level, a number of portfolio wide trends and recommendations emerged.

The 10 year AMP analysis indicates that the KLH and the non-profit housing assets are generally in good condition. For all assets in the housing portfolio, the FCI is below 10% for the first 10 years. This FCI rating meets the current CKL level of service target which has been set at 10%. It is also aligned with the industry standard which sets 10% as the target at which projects are deemed to be in good condition.

However, it is clear that following this 10 year period there will be growing need for capital as the condition of the stock declines and current capital reserve funds are exhausted. The AMP notes that several housing providers may not have sufficient funds to meet their future capital repair needs such as roof repairs, and mechanical and electrical systems upgrades. This lack of funds available indicates a risk to the County in, not only the possible deterioration of the quality of life for the residents within these buildings, but the potential loss of the limited social housing stock available.

It is recommended that CKL take a number of proactive measures now in order to ensure that there is sufficient capital funding in place to meet this future need and to protect these important community assets.

- Build capital reserves in order to meet future needs by increasing the annual contribution. It should be noted that the results of the analysis indicate that in order to meet future demand, the annual contributions must be significantly increased. Findings suggest that the contribution required for KLH – CKL in order to meet future need should be $231,272/year. This figure represents an over 20% increase from current level of funding. In order to meet future capital demand for KLH – Haliburton County, it is estimated that the annual contribution should be $113,590, which is an increase from current level of funding by over 100%. While the identified level of annual capital funding may not be achievable, a proactive approach is recommended where any funding surpluses are allocated to capital reserves in anticipation of expected capital needs.
- Extend the terms of the current CKL 10 year financial strategy on capital expenditure sustainability to include housing assets in order for housing to benefit from the funding recommendations arising from that report.

- Consider expanding the eligible infrastructure investments included in the Development Charges by-law to include housing assets. This may be a means of accessing new funding which can be used to address capital needs in the housing stock.
- Explore options to create an internal capital repairs loan program to support non-profit housing providers. The intention of this program would be to provide funding for repairs of key building components that are integral to the ongoing operational viability of the portfolio.
- Using the details provided in the AMP, undertake a strategic review of the County's housing assets in order to determine where there may be buildings that have or will become cost ineffective; either due to a misalignment of building type/community needs or due to extensive capital repairs or end of useful life. Undertaking a detailed portfolio review will enable CKL to identify where there may be opportunity to either dispose of or demolish current buildings in order to either reinvest in or rebuild new assets which better meet ongoing needs.

In addition to the recommendations above, the process of developing the AMP has identified a number of operational issues which, if addressed, could have a positive effect on the physical state of the housing stock.

- Undertake a review of the CKL waitlist with the intent of ensuring that the numbers are reflective of actual need in the County. This would allow CKL to be better positioned to understand future housing needs to inform decisions on investments in the housing stock.
- Develop policies and processes which will ensure that any lifecycle capital work completed is done in a cost efficient way in order to maximize the capital funds available.
- Develop and document a risk-based capital prioritization system. A prioritization system will ensure that lifecycle activities are conducted when needed thus facilitating an extension of the useful life of the asset.
- Continue to implement cost control techniques such as exploring efficiencies from bulk tendering and timing of tendering.
- Continue with the Building Condition Assessment program and update BCAs every five years and aligned with the site review program.
- Establish documentation clearly defining the difference between capital and operating work. Consider developing a threshold below which work would be coming out of operating budgets and not capital. An example of such a threshold is $5,000.
- Seek opportunities to lower the cost of operational and maintenance work undertaken to achieve the proposed levels of service.
- Develop and document a Preventative Maintenance Plan and share the Plan with housing providers to ensure key activities are being scheduled and undertaken.
- Continue to implement energy saving initiatives to reduce operating costs.
- Expand current participation in the Utility Management Program (UMP) which supports the monitoring, targeting and reporting of building energy performance to identify opportunities for energy retrofits to improve the energy efficiency of buildings.

## Appendices — Tables & Figures

### Appendix 1.0 — Grading Criteria

The table below indicates the criteria selected for grading of the housing assets and their definitions:

| Criteria | Definitions |
|---|---|
| **Capacity** | **Capacity to meet demand is the ability to ensure that supply meets current and future demand** |
| **Condition** | **Is based on physical condition of the infrastructure, its age, performance and maintenance** |
| **Finance** | **Current level of funding for the infrastructure category and compared to the estimated funding need** |
| **Reliability** | **A measure of the ability to meet requirements for quality, standards, service interruptions, statutory compliance, functionality, safety and security.** |

## Appendix 1.1 — Measurement Framework

The table below indicates the measurement framework agreed upon by the CKL team:

| Criteria | Measure | Indicator |
|---|---|---|
| **Capacity** | **Capacity vs Demand** | Vacancy Rate |
| | | Service Level Agreement |
| | | Unit move-in time |
| | | Available supply to meet demand (waitlist) |
| **Condition** | **Building Condition** | FCI |
| | | Condition Grade (Asset Planner) |
| | **Maintenance** | Preventative Maintenance |
| | | Deferred Maintenance |
| | | Work orders vs planned maintenance |
| **Financial** | **Short Term Financial Plan** | 10 year renewal needs vs budget |
| | **Long Term Financial Plan** | Renewal needs equal revenue |
| **Reliability** | **Compliance with Regulatory Requirements** | Building Code |
| | | AODA |
| | | Legislative requirements (TSSA, ESA, OCWA) |
| | | Fire Code |
| | **Service Redundancy** | Business Continuity Plan |
| | | Facility Standby Power |
| | **Fire Safety and Security** | Fire Safety |
| | | Sprinklers |
| | | Security Equipment |
| | **Functionality** | Customer Satisfaction |
| | | Facility Amenities |
| | | Energy Usage |

## Appendix 1.2 — Rating System

The Canadian Infrastructure Report Card developed the rating system utilized for this report. The table below indicates the rating system:

| | |
|---|---|
| **A**<br>**Very Good** | • Asset performing well, only normal preventative maintenance is required. Asset is new or recently rehabilitated |
| **B**<br>**Good** | • Asset approaching mid-stage and requires funding |
| **C**<br>**Fair** | • Asset requires monitoring and attention, some elements show signs of deterioration |
| **D**<br>**Poor** | • Asset at risk of affecting service, approaching end of service life, conditions below standard and shows significant signs of deterioration |
| **F**<br>**Very Poor** | • Asset unfit and is near or beyond expected service life. Widespread deterioration |

## Appendix 1.3 — Grading System

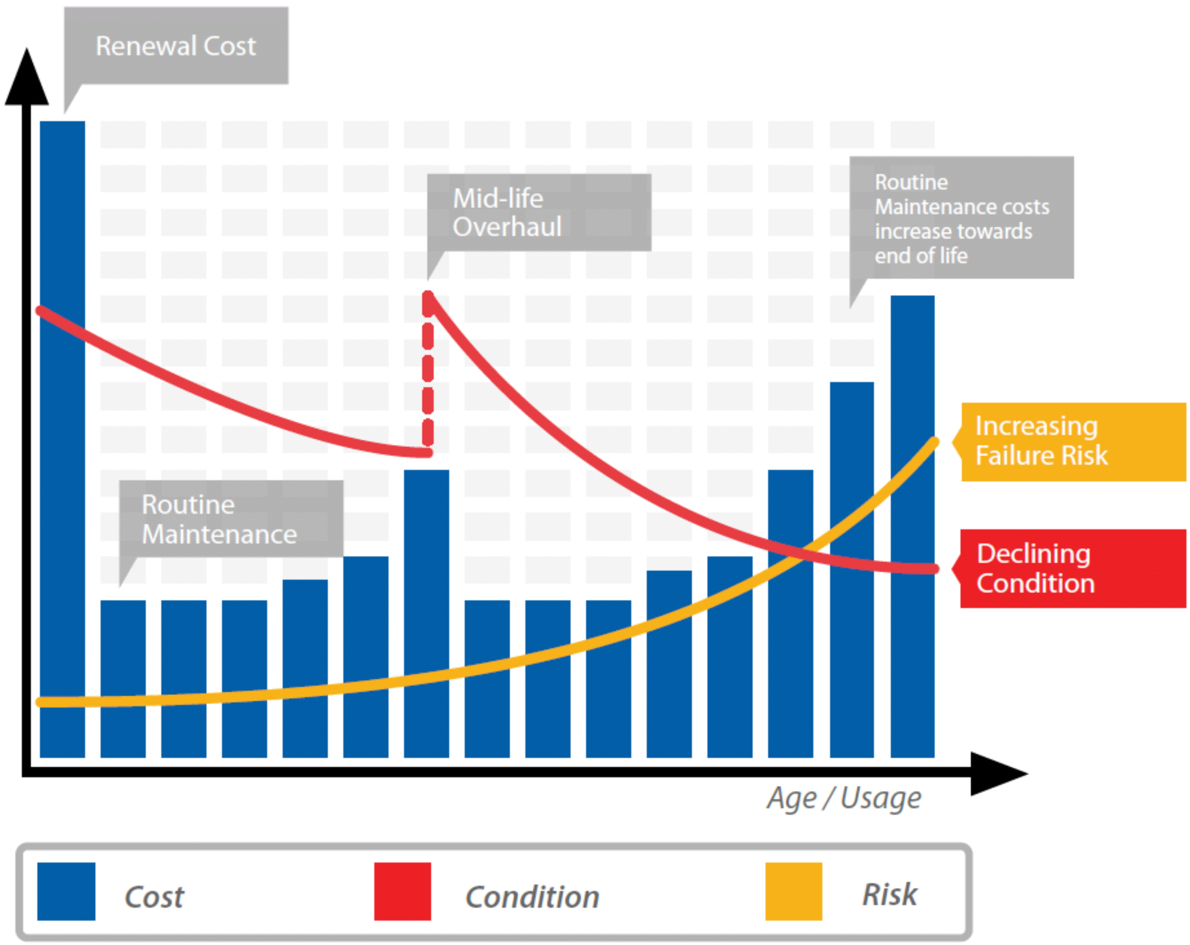
The grading system was adopted from the American Society of Civil Engineers (ASCE). The tables below indicate the grading scheme that was used in the methodology:

| Grade | Rating | Description |
|---|---|---|
| A | Very Good | 80 – 100% |
| B | Good | 70 – 79% |
| C | Fair | 60 -69% |
| D | Poor | 50 – 59% |
| F | Very Poor | 50 % or lower |

| Criteria | Very Good (8-10) | Good (7-7.9) | Fair (6-6.9) | Poor (5 – 5.9) | Very Poor (<5) | Raw Score | Normalized Score (=Raw Score/10) | Weight | Weighted Totals |
|---|---|---|---|---|---|---|---|---|---|
| Capacity | | | | | | | | 0.15 | |
| Condition | | | | | | | | 0.3 | |
| Finance | | | | | | | | 0.2 | |
| Reliability | | | | | | | | 0.35 | |
| Total Points | | | | | | | | 1 | |

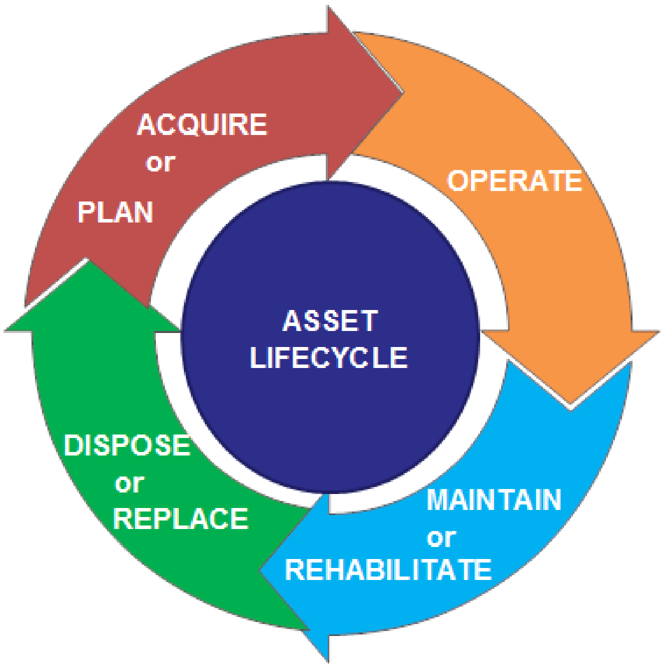
## Appendix 1.4 — Lifecycle cost analysis

The figure below shows a simplified example of how annual costs may vary for a given asset or asset system.




Asset Management- An Anatomy Version 2 (IAM)

## Appendix 1.5 — Typical Asset Lifecycle



## Appendix 1.6 — Facility Condition Index (FCI)

The figure below indicates Facility Condition Index (FCI) definition and the industry standards.

$$\mathbf{FCI} = \frac{\textbf{Unfunded Renewal and Repair Costs}}{\textbf{Asset Replacement Value}}$$

Appendix 1.7 –Kawartha Lakes Haliburton Housing Corporation – All assets located within the City of Kawartha Lakes

| Facility Address | City | Number of Units | Asset Type |
|---|---|---|---|
| 111 William St. N. | Lindsay | 65 | High rise Apartment |
| 123 Need St. | Bobcaygeon | 32 | Low rise Apartment |
| 19 Hamilton St. | Lindsay | 60 | Low rise Apartment |
| 20 Sussex St.S. | Lindsay | 67 | High rise Apartment |
| 40 Francis St.E | Fenelon Falls | 70 | Low rise Apartment |
| 40 Mary St. W. | Lindsay | 14 | Low rise Apartment |
| 40-1 Dominion | Lindsay | 1 | Single Detached |
| 40-10 Dominion | Lindsay | 1 | Single Detached |
| 40-11 Dominion | Lindsay | 1 | Single Detached |
| 40-12 Dominion | Lindsay | 1 | Single Detached |
| 40-2 Dominion | Lindsay | 1 | Single Detached |
| 40-3 Dominion | Lindsay | 1 | Single Detached |
| 40-4 Dominion | Lindsay | 1 | Single Detached |
| 40-5 Dominion | Lindsay | 1 | Single Detached |
| 40-6 Dominion | Lindsay | 1 | Single Detached |
| 40-7 Dominion | Lindsay | 1 | Single Detached |
| 40-8 Dominion | Lindsay | 1 | Single Detached |
| 40-9 Dominion | Lindsay | 1 | Single Detached |
| 45 Durham St. E. | Lindsay | 50 | Townhouse |
| 45 St. Patrick St. | Lindsay | 10 | Low rise Apartment |
| 48 St. Paul St. | Lindsay | 40 | Low rise Apartment |
| 56 James St. | Lindsay | 10 | Low rise Apartment |
| 71 Melbourne St.E. | Lindsay | 50 | Low rise Apartment |
| 8 James St. | Omemee | 28 | Low rise Apartment |
| 92 Albert St. S | Lindsay | 50 | Townhouse |
| 1 Devan Crt. | Lindsay | 29 | Low rise Apartment |

**Kawartha Lakes Haliburton Housing Corporation – all assets located within the County of Haliburton**

| Facility Address | City | Number of Units | Asset Type |
|---|---|---|---|
| 57 Parkside St. | Minden | 12 | Low rise Apartment |
| 6 Parkside St. | Minden | 20 | Low rise Apartment |
| 610 Mountain St. | Haliburton | 32 | Low rise Apartment |
| 4977 County Rd. 21 | Haliburton | 24 | Low rise Apartment |

**Non-Profit Housing Providers – all assets located within the City of Kawartha Lakes**

| Facility Address | Housing Provider | City | Number of Units | Asset Type |
|---|---|---|---|---|
| 24-30 Wellington Street | Neighbourhood Housing in Lindsay | Lindsay | 8 | Townhouse |
| 70 Murray Street | Fenelon Area Independent Living Association | Fenelon Falls | 26 | Low rise Apartment |

**Non-Profit Housing Providers – all assets located within the County of Haliburton**

| Facility Address | Housing Provider | City | Number of Units | Asset Type |
|---|---|---|---|---|
| 1 Victoria Street | Haliburton Community Housing Corporation | Haliburton | 50 | Low rise Apartment |
| 1-20 Floralan Court | Staanworth Non-Profit | Minden | 20 | Townhouse |
| 13 Independence Street | Haliburton Community Housing Corporation | Haliburton | 45 | Low rise Apartment |
| 2117 Loop Road | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 24 | Low rise Apartment |
| Monmouth Township Non-Profit Housing Corporation | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 6 | Townhouse |
| 2117 Loop Road | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 4 | Townhouse |
| 30 Prentice St | Staanworth Non-Profit | Minden | 22 | Low rise Apartment |
| 44 Parkside St | Staanworth Non-Profit | Minden | 32 | Low rise Apartment |

Appendix 1.8 – Kawartha Lakes Haliburton Housing Corporation – All assets located within the City of Kawartha Lakes

| Facility Address | City | Construction Year | Replacement Cost | Number of Units |
|---|---|---|---|---|
| 111 William St. N. | Lindsay | 1974 | $10,409,945 | 65 |
| 123 Need St. | Bobcaygeon | 1975 | $3,772,384 | 32 |
| 19 Hamilton St. | Lindsay | 1982 | $8,112,310 | 60 |
| 20 Sussex St.S. | Lindsay | 1976 | $13,814,162 | 67 |
| 40 Francis St.E | Fenelon Falls | 1976 | $8,252,090 | 70 |
| 40 Mary St. W. | Lindsay | 1975 | $1,441,929 | 14 |
| 40-1 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-10 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-11 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-12 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-2 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-3 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-4 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-5 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-6 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-7 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-8 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-9 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 45 Durham St. E. | Lindsay | 1986 | $8,141,640 | 50 |
| 45 St. Patrick St. | Lindsay | 1991 | $486,864 | 10 |
| 48 St. Paul St. | Lindsay | 1991 | $5,590,707 | 40 |
| 56 James St. | Lindsay | 1975 | $961,397 | 10 |
| 71 Melbourne St.E. | Lindsay | 1972 | $7,230,852 | 50 |
| 8 James St. | Omemee | 1976 | $3,524,864 | 28 |
| 92 Albert St. S | Lindsay | 1985 | $5,587,400 | 50 |
| 1 Devan Crt. | Lindsay | 2015 | $3,382,386 | 29 |

**Kawartha Lakes Haliburton Housing Corporation – all assets within the County of Haliburton**

| Facility Address | City | Construction Year | Replacement Cost | Number of Units |
|---|---|---|---|---|
| 57 Parkside St. | Minden | 2017 | $1,371,449 | 12 |
| 6 Parkside St. | Minden | 1978 | $2,938,586 | 20 |
| 610 Mountain St. | Haliburton | 1978 | $4,963,043 | 32 |
| 4977 County Rd. 21 | Haliburton | 2014 | $3,776,640 | 24 |
| 40 Francis St.E | Fenelon Falls | 1976 | $8,252,090 | 70 |
| 40 Mary St. W. | Lindsay | 1975 | $1,441,929 | 14 |
| 40-1 Dominion | Lindsay | 1979 | $135,531 | 1 |
| 40-10 Dominion | Lindsay | 1979 | $135,531 | 1 |

**Non-Profit Housing Providers – all assets within the City of Kawartha Lakes**

| Facility Address | Housing Provider | City | Construction Year | Replacement Cost | Number of Units |
|---|---|---|---|---|---|
| 24-30 Wellington Street | Neighbourhood Housing in Lindsay | Lindsay | 1900 | $1,055,530 | 8 |
| 70 Murray Street | Fenelon Area Independent Living Association | Fenelon Falls | 1987 | $4,804,897 | 26 |

**Non-Profit Housing Providers – all assets within the County of Haliburton**

| Facility Address | Housing Provider | City | Construction Year | Replacement Cost | Number of Units |
|---|---|---|---|---|---|
| 1 Victoria Street | Haliburton Community Housing Corporation | Haliburton | 1987 | $8,160,203 | 50 |
| 1-20 Floralan Court | Staanworth Non-Profit | Minden | 1992 | $5,287,924 | 20 |
| 13 Independence Street | Haliburton Community Housing Corporation | Haliburton | 1991 | $6,721,040 | 45 |
| 2117 Loop Road | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 1995 | $5,062,162 | 24 |
| 2117 Loop Road | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 1995 | $1,083,366 | 6 |
| 2117 Loop Road | Monmouth Township Non-Profit Housing Corporation | Wilberforce | 1994 | $992,118 | 4 |
| 30 Prentice St | Staanworth Non-Profit | Minden | 1984 | $4,208,558 | 22 |
| 44 Parkside St | Staanworth Non-Profit | Minden | 1989 | $4,992,493 | 29 |