

2024 ASSET MANAGEMENT PLAN - HOUSING

City of Brantford, Ontario

July 01, 2024

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B. Record Sheet

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Asset Management Document Set	Asset Group	First Issuance
Strategic Asset Management Policy	All	May 2019
Asset Management Plan Overview	Core Assets	September 2021
Asset Management Plan, Core Assets	Transportation	September 2021
Asset Management Plan, Core Assets	Environmental Services	September 2021
Asset Management Plan Overview	Non-Core Assets	July 1, 2024
Asset Management Plan, Non-Core Assets	Housing	(this document)
Asset Management Plan, Non-Core Assets	Facilities Fleet & Transit Parks & Recreation Fire Services Local Boards Economic Development and Tourism IT Services	July 1, 2024

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Glossary

Affordable Unit - Refers to a rental housing unit available at a rate that is considered affordable for individuals and families with low to moderate incomes. The City of Brantford defines affordable housing as housing where the rent is less than 30% of the household's gross income. These units are often part of programs aimed at providing affordable living options to those who may not be able to afford market rent prices.

Asset Management Plan (AMP) - A tactical and strategic plan for managing an organization's assets and to deliver to a standard of service.

Level of Service (LOS) - LOS refers to the type and the quality of service that is to be provided to the community. For example, LOS can be asset, financial, client, and environmental based. LOS typically is measured and reported based on goals.

Lifecycle Activities - Means activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.

Market Unit - Refers to a rental unit within a housing community where the rent is set based on the market rates in the area, without any subsidy. These rents are typically determined by comparing similar rental housing options available locally.

Municipal Infrastructure Asset - Means an infrastructure asset, including a green infrastructure asset, directly owned by a municipality or included on the consolidated financial statements of a municipality, but does not include an infrastructure asset that is managed by a joint municipal water board.

Operating Costs - Means the aggregate of costs, including energy costs, of operating a municipal infrastructure asset over its service life.

Rent-Geared-Income (RGI) Unit - An RGI unit is a type of housing where the rent is based on a percentage of the tenant's gross monthly income, set at 30%. This type of housing is designed to be affordable for individuals and families with lower incomes. If a tenant receives social assistance, the rent may be based on a social assistance rent scale instead.

Service Life - Means the total period during which a municipal infrastructure asset is in use or is available to be used.

Significant Operating Costs - Means, where the operating costs with respect to all municipal infrastructure assets within an asset category are in excess of a threshold amount set by the municipality, the total amount of those operating costs.

The City of Brantford (the “City”) – Refers to the corporation of the city of Brantford in Ontario, Canada.

F. Introduction

The City of Brantford (the “City”) is a dynamic community situated along the scenic Grand River within the County of Brant and is home to approximately 104,000 residents (Statistics Canada, 2021).

While this plan satisfies O.Reg. 588/17 requirements, it will assist the City with achieving the vision of being a contemporary community, thriving in a modern economy. A place that respects its past and embraces its future.

F.1. City of Brantford Housing Framework

Within the Brantford-Brant catchment area, The City of Brantford serves as the housing and homelessness Service Manager, whom is mandated to provide 1,645 RGI housing units (The Corporation of the City of Brantford and County of Brant, 2019). RGI units are owned and operated by the City of Brantford, and non-profit/co-operative housing providers.

The City of Brantford own and provides 1,157 affordable to market housing through; Brantford-Brant Local Housing Corporation (LHC), Brantford Municipal Non-Profit Housing Corporation (MNP), City owned affordable housing units, Land Purchase (market), and BSAR (market). In addition, the City of Brantford provides management services to 150 affordable to market housing units, which are not included in this report.

The Strategic Asset Management Plan (SAMP) serves as the first step for the City of Brantford Housing and Homelessness Services Department to fulfill its obligations with O.Reg 588/17 with respect to non-core assets.

The City of Brantford has set forth a comprehensive strategic vision to address the affordable housing needs of all its residents through three plans. Brantford-Brant Housing Stability Plan 2014-2024 serves as the Service Manager housing and homelessness plan, of which outlines the vision, solutions and initiatives to help promote housing stability. Brantford-Brant Housing Master Plan 2020 – 2030 was developed as an outcome of the Brantford-Brant Housing Stability Plan to establish a plan to foster the development of more affordable to market housing units in the community to maintain current service levels (27 units per 1000 households). In 2020, the Affordable Housing Action Plan was published with the goal of fostering and coordinating partnerships to build more housing options for the community. These foundational plans and current efforts enable the City to help address community and social housing needs.

F.2. Asset Management Planning

Asset Management at its core is making decisions about City assets in a way that balances level of service, risk, and lifecycle costs, while also working towards City priorities to support the vision. In simpler terms, it is about doing the right work, at the right time, for the right cost. This ensures the City is realizing the most value from the assets and making sure taxpayer money goes to good use.

The effectiveness of asset management lies in assessing and maintaining assets so that the City can:

- Deliver consistent and high-quality services to residents.
- Optimize the lifecycle costs of assets, reducing long-term expenses.
- Mitigate risks associated with asset failure and service disruptions.
- Support the City's strategic goals and community vision.

Housing developments are more than just housing assets; they are homes to many individuals and families and play a crucial role in their health and well-being, and have a larger social-economical impact to the community.

F.3. AMP Methodology

Haerko Inc. was retained by The City of Brantford to prepare an asset management report. Working with the City, Haerko received and analyzed a wealth of data to assess the existing assets, and developed the proposed AMP. This AMP utilizes the format provided by the City which reflects the Ontario 588/17 Regulation to enable the City to meet the July 1, 2024, deadline. Furthermore, the report utilizes asset management practices and principles practiced by the housing sector and includes sector metrics.

The AMP is centered around the City's strategic goals in alignment with other strategic municipal and senior level government plans, community expectations and needs, and financial constraints.

While valuable as a standalone document, the Asset Management Plan's true value lies in informing the implementation of the City's housing plans. The findings support the preservation, protection, and expansion of community housing stock to meet future needs.

The plan was developed with the following key considerations and next steps for the City to meet broader strategic objectives.

- Preservation of existing City housing stock
- Growth of the City housing stock
- Establishment of service level standards

- Incorporation into the City’s Asset Management Plan

F.4. Objectives

The AMP aims to meet the requirements of Ontario 588/17 Regulation in July 2024 while assisting the City in managing housing infrastructure assets and making better investment decisions. Specifically, the report will answer the questions posed in Part 2 of the Asset Management Overview document. Specifically:

- What are our assets?
- Where are our assets?
- What condition are our assets in?
- How much would it cost to replace our assets?
- What level of service are our assets expected to provide and at what cost?
- How are our assets performing in service delivery?
- When will our assets need to be replaced/repaired/upgraded?
- What will our cost be to replace/repair/upgrade the assets?
- Are there any growth or expansion requirements to meet future demand?
- What work has been planned and what will it cost?

F.5. Alignment with O.Reg. 588/17 Regulation

This report serves as the first AMP for housing assets due July 1, 2024. Originally the deadline was July 1, 2023, however due to COVID-19 delays, an extension was granted to municipalities as shown in Figure 1 below. The contents within the report satisfy the requirements of O.Reg. 588/17.

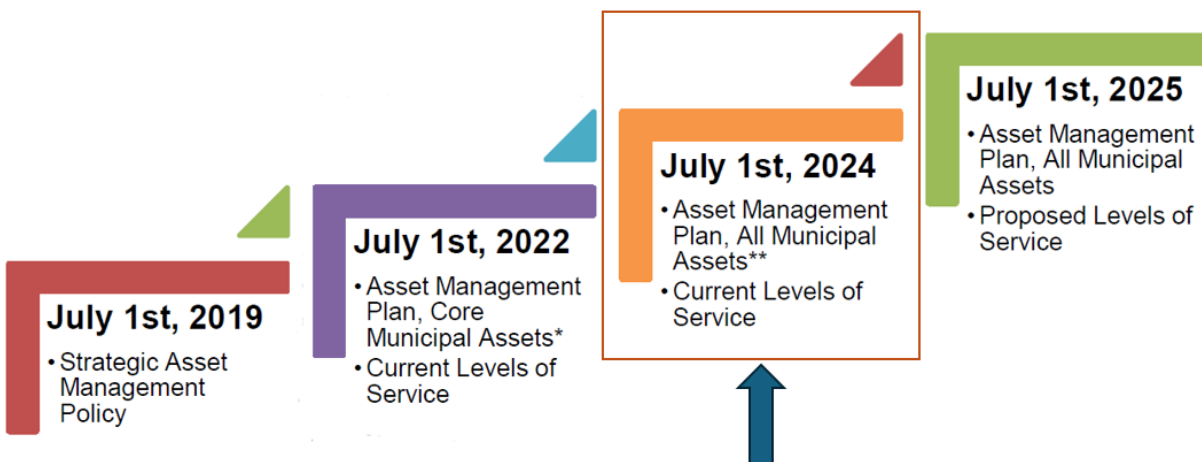


Figure 1: O.Reg. 588/17 milestones.

F.6. Context

This AMP includes the housing assets owned and managed by the City of Brantford. This report does not include assets owned by external non-profits and co-ops. Furthermore, this report does not include housing assets managed and not owned by the City. The City's assets are listed in Table 1 below.

Table 1: List of City owned housing assets.

#	DEVELOPMENT ADDRESS / NAME	MUNICIPALITY
1	11 Park Avenue	Burford
2	170 Trillium Way	Paris
3	33 Main Street	Paris
4	40 -50 Willow Street	Paris
5	46 - 52 Pontiac Street	Brantford
6	43 - 45 Tecumseh Street	Brantford
7	17 Marie Street	Brantford
8	97B Mount Pleasant	Brantford
9	5 Marlene Avenue	Brantford
10	45 Albion Street	Brantford
11	5 Fordview Court	Brantford
12	24 Colborne Street	Brantford
13	124 Sherwood Drive	Brantford
14	18 Stirton	Brantford
15	177 Colborne Street	Brantford
16	55 & 59 Greens Road (house/barn)	Brantford
17	24 Gilkison Street	Brantford
18	12 Ava Road	Brantford
19	95 Henry Street	Brantford
20	52 Clara Crescent	Brantford
21	26 Graham Avenue	Brantford
22	7/9 Cayuga Street	Brantford
23	687 Colborne Street	Brantford
24	702 (A & B) Colborne Street	Brantford
25	8 Murray Street	Brantford
26	4 Drummond Street	Brantford
27	303 Greenwich St	Brantford
28	5, 8, 9, 10, 12, Glenwood Drive	Brantford
29	20, 22, 24, 26, 30 Lynnwood Drive	Brantford
30	6, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 Park Rd S	Brantford
31	9-27 Robertson Avenue	Brantford
32	676 Grey Street	Brantford
33	359 Darling Street	Brantford
34	22, 40, 69, 97, 119, 145, 150, 155, 162, 167 Woodlawn Ave	Brantford
35	147 Balmoral Drive	Brantford
36	51 Roman Cres	Brantford
37	9, 25, 34, 41 Inverness Ave	Brantford
38	18 Shaftesbury Avenue	Brantford
39	22 Gladstone Avenue	Brantford
40	18 Aberdeen Avenue	Brantford
41	124 Ontario Street	Brantford
42	2 - 10 Buchanan Cres	Brantford
43	7 Bain Street	Brantford
44	56-68 Memorial Drive	Brantford
45	332 North Park Street	Brantford
46	50 Hayhurst Road	Brantford
47	40 Queen Street	Brantford

G. Housing Assets Identified

G.1. Introduction to Housing Asset Types

Within the affordable housing sector, assets are classified by building type; multi-residential buildings, townhouses, and single/semi-detached homes. Inherently, each building type has a different built form, lifecycle, structure, programming and amenities. This section provides an overview of these asset types and their significance within the broader context of the city's asset management strategy. Furthermore, this section answers the questions posed in Section 2 of the Asset Management Overview document, and includes the following.

- Housing's Data Inventory and Condition Approach
- Summary of Housing Assets
- Lifecycle Activities and Cost of Housing Assets
- Current Housing Levels of Service
- Current Housing Asset Performance
- Discussion and Conclusions

G.1.1. Multi-Residential Buildings (MURBs)

Multi-residential buildings include low-rise (4 storeys or less), mid-rise (5-12 storeys) and high-rise buildings (13 storeys or more). These structures are typically designed to house multiple families and individuals in separate units within the same building with shared common spaces. Multi-residential buildings may house people of all age ranges and family types, though they tend to serve small households of all age ranges and are suitable for people with mobility issues such as seniors. Multi-residential buildings play a crucial role in providing affordable housing options for residents and are integral to the city's strategy for accommodating urban density.

G.1.2. Townhouses (Twh)

Townhouses are multi-story residential buildings that share one or more walls with adjacent units. They can also include stacked-townhomes where one unit is situated above the other unit. They offer a balance between the density of multi-residential buildings and the privacy and space of single-detached homes. Townhouses may accommodate households of all age ranges and sizes. Townhouses are an important component of the city's housing strategy, providing a variety of housing options for different demographic groups.

G.1.3. Single/Semi-Detached Homes (Single/Semi-Det)

Single detached homes are standalone residential structures that do not share walls with any other dwelling. Semi-detached homes occur when two dwellings units share a common wall in between. These homes typically offer more privacy and space and are often found in suburban

areas. They tend to serve large households that include children. They are an important part of the city's housing portfolio, catering to families and individuals seeking more spacious living environments.

G.2. Asset Type Data Inventory and Condition Approach

The City of Brantford's Asset Management Plan encompasses a diverse range of municipal housing assets essential to delivering affordable to market residential rental units to the community. Housing fulfills the fundamental needs of households by providing a stable environment that contributes to their physical and mental well-being. Furthermore, stable housing provides benefits to the larger community.

The City owns and manages approximately 1,645 units. Of which, the City owns 1,157 units; which are split between RGI units, affordable, and market units. The assets are divided into portfolios; Brantford-Brant Local Housing Corporation (LHC) with 863 units, Brantford Municipal Non-Profit Housing Corporation (MNP) with 87 units, City owned affordable housing units with 165 units, Land Purchase (market) with 7 units, and BSAR (market) with 35 units.

The City's housing assets include single/semi-detached homes, townhomes and multi-residential buildings. The characteristics of the assets are noted in Table 2, Table 3 and Table 4.

Table 2: Multi-residential buildings characteristics.

#	Development Address	Year Built	Total Units	# of Floors
1	11 Park Avenue	1969	12	1
2	170 Trillium Way	1980	50	5
3	33 Main Street	1971	24	3
4	97B Mount Pleasant	2018	57	4
5	5 Marlene Avenue	2020	30	2
6	45 Albion Street	1978	70	5
7	5 Fordview Court	1975	201	11
8	24 Colborne Street	1972	159	9
9	177 Colborne Street	2023	26	4
10	22 Gladstone Avenue	1967	44	2
11	18 Aberdeen Avenue	1967	40	2
12	124 Ontario Street	1967	40	2
13	7 Bain Street	1984	63	8
14	40 Queen Street	2006*	28	6
Total			844	

Table 3: Townhomes characteristics.

#	Development Address	Year Built	Total Units	# of Floors
1	40 -50 Willow Street	1970	6	2
2	46 - 52 Pontiac Street	1960	27	2
3	43 - 45 Tecumseh Street	1960	14	2
4	17 Marie Street	1960	9	2
5	124 Sherwood Drive	2015	4	2
6	676 Grey Street	1971	30	2
7	359 Darling Street	1968	50	2
8	2 - 10 Buchanan Cres	1992	24	2 &3
9	56-68 Memorial Drive	1971	50	2
10	332 North Park Street	1971	10	2
11	50 Hayhurst Road	1971	10	2
12	18 Stirton Ave	2022	4	2
Total			238	

Table 4: Single and semi-detached home characteristics.

#	Development Address	Year Built	Total Units	# of Floors
1	55 & 59 Greens Road (house/barn)	1968	3	1
2	24 Gilkison Street	1968	1	1
3	12 Ava Road	1920	1	2
4	95 Henry Street	1950*	1	1
5	52 Clara Crescent	1940	1	1
6	26 Graham Avenue	1960	1	1
7	7/9 Cayuga Street	1920	2	2
8	687 Colborne Street	1960	1	1
9	702 (A & B) Colborne Street	1920	2	2 (A) &1 (B)
10	8 Murray Street	1950*	1	1
11	4 Drummond Street	1920	1	2
12	303 Greenwich St	1920	2	2
13	5, 8, 9, 10, 12 Glenwood Drive	1960	5	1 &2
14	20, 22, 24, 26, 30 Lynnwood Drive	1960	5	1 &2
15	6, 8, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 Park Rd S	1960	15	1 &2
16	9-27 Robertson Avenue	1952	16	1
17	22, 40, 69, 97, 119, 145, 150, 155, 162, 167 Woodlawn Ave	1976	10	1 &2
18	147 Balmoral Drive	1976	1	1
19	51 Roman Cres	1976	1	1
20	9, 25, 34, 41 Inverness Ave	1976	4	1 &2
21	18 Shaftesbury Avenue	1976	1	2
Total			75	

*Estimated

The condition of assets are assessed through building condition assessments (BCAs) conducted by qualified engineers, architects, elevator, and fire safety service providers, with the assistance of contractors as required. BCAs include visual observations of both buildings and the property and typically do not involve physical, destructive testing, and analysis or design calculations. The assessments typically include interviews with relevant staff, and review of available documentation (i.e. drawings, maintenance and capital work records and reports). BCAs are distinct and separate from code compliance inspections, accessibility audits, and energy audits. For the purpose of BCAs, the capitalization threshold for studies, repairs, replacements, and upgrades is \$3,000. ASTM Standard Guide for Property Condition Assessments: Baseline Property Condition Assessment Process (E 2018-08) serves as a good reference standard for BCAs.

Within the affordable housing sector, it is recommended that building condition assessments are completed every 5 years to keep asset information up to date for asset management purposes. In between, completed capital work and deferred capital work are recorded, with cost updates on an annual basis.

Through the assessment of the housing assets, the facility condition index (FCI) is calculated to establish the overall condition of the assets in terms of good, fair, poor and critical condition ratings. Please see the definition as to how the FCI is calculated. See H.1. Appendix A detailing how the FCI is interpreted.

A list of all condition assessments for all housing assets can be found in Table 5 below.

Table 5: Condition assessment sources.

Asset Package*	Condition Assessment or Inspection	Status	Completed By:	Completion Year	Frequency
Group 1	BCAs	Complete	Jones Lang LaSalle (JLL)	2021	N/A
Group 2	BCAs	In progress	Pretium Engineering Inc.	January 2025	N/A
Group 3	BCAs	Outdated Information	Morrison Hershfield	2013	N/A

* See H.2. Appendix B – Detailed Assessment Source Listing for list of Group 1, 2 and 3 addresses.

Table 6: Assets' inventory, replacement cost, and condition form and confidence levels.

Asset	Inventory			Replacement Cost			Condition		
	Inventory Form	Data Confidence Level	Data Confidence Description	Replacement Cost From	Data Confidence Level	Data Confidence Description	Condition Form	Data Confidence Level	Data Confidence Description
Group 1	Various - The City of Brantford	Medium	Formal inventory with few unknowns, supported by various asset description matrixes	Haerko Inc.	Medium	Estimated based on building and site areas using Asset Planner standard replacement cost templates	Building Condition Assessment - Jones Lang LaSalle (JLL)	Low	Data is incomplete with many unknowns
Group 2	Various - The City of Brantford	Medium	Formal inventory with few unknowns, supported by various asset description matrixes	Haerko Inc.	Medium	Estimated based on building and site areas using Asset Planner standard replacement cost templates	Building Condition Assessments - Pretium Engineering	TBD	TBD
Group 3	Various - The City of Brantford	Medium	Formal inventory with few unknowns, supported by various asset description matrixes	Haerko Inc.	Medium	Estimated based on building areas using Asset Planner standard replacement cost templates	Building Condition Assessments - Morrison Hershfield	Low	Outdated condition assessments

Per Table 6 above, asset Groups 1, 2 and 3 inventory and condition data at a medium confidence level due to having various asset description matrixes that includes assets information and data with some missing information. The replacement costs of asset Groups 1, 2 and 3 were calculated using Asset Planner unit rates based on building type and lot area (multi-residential buildings and townhomes only). Asset Planner is used by many affordable housing providers across the Province of Ontario and is administered through Housing Services Corporation on behalf of Ameresco. The building condition of Group 1 assets are at low confidence level due to the incomplete nature of the data. Group 2 building condition assessments are in progress and to be completed by 2025, hence the data confidence is to be classified later. Group 3 building condition assessments confidence level is low because the data is outdated having been completed in 2013.

Improvements to the inventories and inspection programs will be ongoing, starting with the creation of this report.

G.2.1. Facility Condition Index

The affordable housing sector adopted the use of Facility Condition Index (FCI), which is a ratio of deferred capital work divided by the replacement value of the asset. FCI has been widely adopted by organizations with large portfolio of assets such as the US Navy, universities and governments.

The higher the FCI, the worse condition the asset is in. See H.1. Appendix A – BC Housing FCI Standard for more information about the origin, use, and interpretation of FCI ratings.

The FCI is calculated by the following formula:

$$FCI = \frac{\textit{Total of building repair, upgrades, renewal needs}}{\textit{Replacement value of the asset}}$$

G2.2. Service Life

The service life of housing assets determines how long they can function effectively before major rehabilitation or replacement is required. The average overall estimated service life for assets can be found in Table 7.

Table 7: Estimated service life by asset type.

Asset	Estimated Service Life	Factors Influencing Service Life
Multi-Residential Buildings	75 years	Structural integrity, quality of design, construction and materials, environmental exposure, and maintenance practices.
Townhouses	50 years	Shared walls, quality of design, construction and materials, environmental exposure, occupancy levels, and maintenance practices.
Single/Semi-Detached Homes	50 years	Independence of structure/shared structural elements, environmental exposure, quality of design, construction and materials, environmental exposure, and maintenance practices.

G.2.3. Condition Scoring

Condition scoring evaluates the current state of housing assets, helping to prioritize maintenance, rehabilitation, and replacement activities. This process ensures the safety, reliability, and quality of housing assets.

For the purpose of this report and standardizing condition scores across all assets in the Asset Management Plan, the Condition Rating is defined by three (3) Condition Scores as defined in the table below. The Condition Index is explained in Section 4 of the Asset Management Overview document. Where a FCI score is available, it has been modified to fit into this scoring system as indicated in Table 8 below.

Table 8: Condition score description.

CITY OF BRANTFORD CONDITION INDEX		AFFORDABLE HOUSING INDUSTRY CONDITION INDEX		
Condition Score	Condition Rating	FCI	Condition Rating	Description
1-1.4	Good	<5% 5% to <10%	Good Fair	<ul style="list-style-type: none"> - Facilities will show signs of wear - Facility elements are in fair working order with failures occurring - Both aesthetic and important facility elements will need replacement (air/water tightness building elements, mechanical systems, etc.) - Moderate resident complaints - Community moral may be impacted - Facility staff time will be diverted away from preventative and regular maintenance
1.5-2.4	Fair	10% to 30%	Poor	<ul style="list-style-type: none"> - Facilities will look worn - Facility elements will fail frequently with occasional building shutdowns - Critical building systems will require replacement - Increased vacancy and turn over costs - High number of resident complaints - Low community moral - Preventative, and scheduled maintenance may be deferred, moving to reactive maintenance
2.5-3	Poor	=>30%	Critical	<ul style="list-style-type: none"> - Facilities look deteriorated - Building shutdowns become more frequent with high management risk - Health and safety issues arise to residents and staff - Multitude of critical facility elements need replacement with possible structural failures - Unmanageable resident complaints - Deteriorated community moral - Preventative, and scheduled maintenance will be deferred, moving to reactive maintenance

G.3. Summary of Asset Type

This section presents a summary of the housing assets managed by the City of Brantford, including an overview of the quantity, replacement cost, average age, and average condition for each asset type in accordance with O.Reg 588/17.

G.3.1. Total Summary of Assets

A table summarizing all housing assets is included in Table 9 below. The total replacement cost for all housing assets is approximately \$317.92M and they are an average of 46 years old based on the year built or converted. Data about the age of asset components are not available, hence why the average age of the building could not be calculated using the more accurate approach as outlined in O.Reg 588/17. The condition of the assets cannot be determined based on the information available. The need for condition data and the cost to complete comprehensive building condition assessments has been recognized. Discussions with finance are underway to budget for building condition assessment of Group 1 and 2 assets. Staff estimate the condition of the portfolio is fair and on the threshold of poor, thus a rating of 1.4 was estimated.

Table 9: Overall summary of assets.

Asset	Quantity	Unit	Replacement Cost	Average Age (years)*	Average Estimated Service Life (years)*	% of Estimated Service Life Expended	Average Condition Score**	Average Condition Description* *
Housing Assets Total	47	Facilities	\$317.92M	46	68	N/A	1.4	Fair
Multi-residential Buildings	14	Facilities	\$233.87M	43	75	N/A	1.4	Fair
Townhouses	12	Facilities	\$58.59M	52	50	N/A	1.4	Fair
Single/Semi-Detached Homes	21	Facilities	\$25.47M	64	50	N/A	1.4	Fair

* Denotes weighted average based on unit count.

** Fair, on the threshold of poor condition rating based on staff input.

G.3.2. Multi-Residential Buildings

The City owns fourteen (14) multi-residential buildings within the Brant-Brantford area, majority of which are located in the City of Brantford. The condition of the assets are unknown due to incomplete data. Staff estimate the condition of multi-residential assets are fair and on the threshold of poor, thus a rating of 1.4 was estimated. The replacement cost for all 14 multi-residential buildings totals \$233.87M with an average weighted age of 43 years based on the year built or converted multiplied by the unit count within each facility. The average service life is 75 years for multi-residential buildings.

No. of MURBs	Replacement Cost	Average Age (years)	Average Estimated Service Life (years)	Average FCI	Average Condition Score**	Average Condition Description* *
14	\$233.87M	43	75	N/A	1.4	Fair

** Fair, on the threshold of poor condition rating based on staff input.

G.3.3. Townhouses

The City owns twelve (12) townhouse buildings within the Brant-Brantford area, all but one are located in the City of Brantford. The condition of the assets are unknown due to incomplete data. Staff estimate the condition of townhome assets are fair and on the threshold of poor, thus a rating of 1.4 was estimated. The replacement cost for all 12 townhouse buildings totals \$58.59M with an average weighted age of 52 years based on the year built multiplied by the unit count within each facility. The average service life is 50 years.

No. of Twhs	Replacement Cost	Average Age (years)	Average Estimated Service Life (years)	Average FCI	Average Condition Score**	Average Condition Description* *
12	\$58.59M	52	50	N/A	1.4	Fair

** Fair, on the threshold of poor condition rating based on staff input.

G.3.4. Single-Semi-Detached Homes

The City owns twenty-one (21) single and semi-detached homes within the City of Brantford. The condition of the assets are unknown due to incomplete data. Staff estimate the condition of single and semi-detached home assets are fair and on the threshold of poor, thus a rating of 1.4 was estimated. The replacement cost for all 21 single and semi-detached homes totals \$25.47M with an average age of 64 years based on the year built. The average service life is 50 years.

No. of SSDH	Replacement Cost	Average Age (years)	Average Estimated Service Life (years)	Average FCI	Average Condition Score**	Average Condition Description
21	\$25.47M	64	50	N/A	1.4	Fair

** Fair, on the threshold of poor condition rating based on staff input.

G.4. Lifecycle of Asset Type

The lifecycle of housing assets has four (4) categories which are described in this section:

- Key Lifecycle Stages of Housing Assets;
- Lifecycle Activities;
- Risks of Lifecycle Activities; and
- 10 Year Lifecycle Costs of Housing Assets.

G.4.1. Key Lifecycle Stages of Asset Type

The lifecycle of an asset refers to the following stages: planning, creation/acquisition, operations and maintenance, and renewal/disposal which are defined in the main body of the report. For housing assets specifically, the general process is described in Figure 2 below.

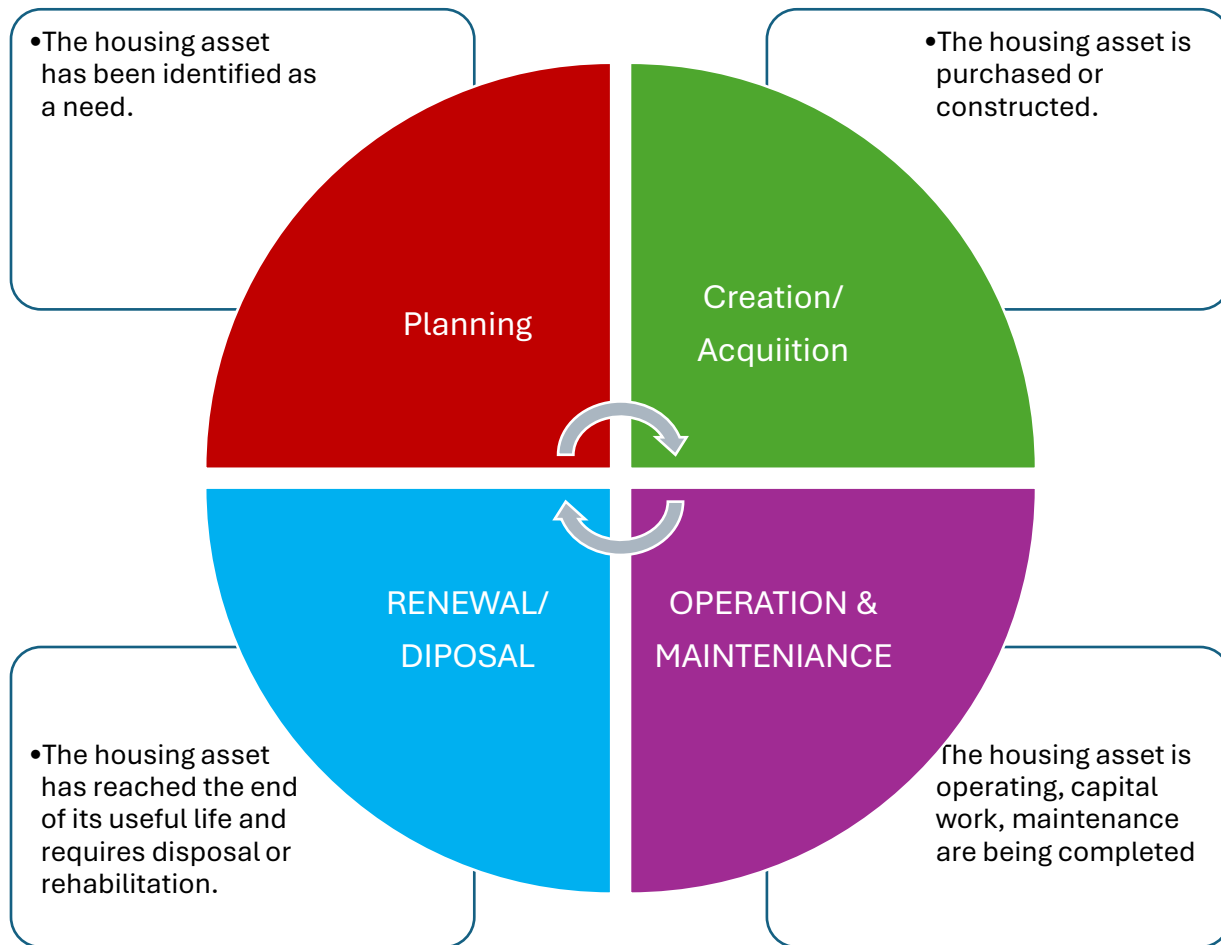


Figure 2: Lifecycle stages of assets.

1. Planning – The housing asset has been identified as a need through the 10-year Brantford-Brant Housing Stability Plan (HSP) and the Municipal Housing Master Plan, or due to the identified poor condition of an existing asset. In order to evaluate how to get the most value of the asset, this process considers: existing assets, resources, operating efficiencies, funding availability, future growth management, and the maintenance of asset. Furthermore, through the Mayor’s Housing Partnership Task Force, partnerships with external organizations will be considered. The asset is designed using all applicable codes and standards.

2. Creation / Acquisition – The asset is purchased or constructed. When constructed, the cost estimate is calculated by certified quantity surveyors that provide Class D to Class A cost estimates as described in Table 10 (Canadian Institute of Quantity Surveyors, 2020). If a new development project is approved, the City allocates funds from the appropriate reserve and initiates the design phase of the project using appropriate design standards and guidelines, and continues to refine costs to a Class C and then B level.

New development projects are sent out for tender to be bid on by contractors to construct the asset, and once awarded, represents a Class A cost estimate. The Housing and Homelessness Department has a dedicated new development manager on site to ensure the asset is constructed to the department, and applicable building standards. Extra care is taken at this stage to ensure the asset is constructed properly using all appropriate design standards and guidelines to avoid any premature repairs or replacements due to construction errors.

Table 10: Construction cost estimate classes.

Cost Estimate Class	Definition
Class D	Costs prepared at the pre-feasibility stage of a new development project based on the functional program.
Class C	Costs prepared at the schematic design phase. This pricing is based on preliminary design drawings, and typically takes place at 2-25% design completion.
Class B	Costs prepared during the design development design phase. This pricing is based on more detailed drawings and specifications and typically takes place at 26-66% design completion. The more advance the design, the more accurate the estimate is.
Class A	Costs prepared during the construction document design phase. This pricing is based on detailed pre-construction design documents and typically take place at 90-100% design completion. Alternatively, costs attained when the bids for a project have been received, verified, and awarded by the contractor serve as a Class A cost estimate.

3. Operation and Maintenance – Maintenance (lifecycle) activities are completed on the asset at specific time intervals as indicated in G.4.2. Lifecycle Activities below to prevent premature failures of assets. BCAs are being completed on Group 2 assets. Additional monitoring and potential improvements are evaluated during this process.

4. Renewal / Disposal – The housing asset has reached the end of its useful life and/or is underperforming and requires disposal or major rehabilitation. The disposal considers the effect on customers such as required relocation of existing tenants which are considered in the Planning stage thereby restarting the cycle. Review and approval of disposals follow applicable Ministry of Municipal Affairs and Housing, and City of Brantford Service Manager requirements. Execution of disposals follows applicable codes and standards.

G.4.2. Lifecycle Activities

A list of the planned Lifecycle Activities, annual cost, and frequency for each housing asset class can be found in Table 11 below. These activities are currently being undertaken to maintain the housing assets and therefore maintain the current levels of service.

Table 11: Assets lifecycle activities.

Asset Type	Lifecycle Activity	2023 Annual Cost	Frequency	Completed By
Multi-Residential Buildings	BCAs	N/A	5-7 years	Contracted Service
	Fire Alarm and CO Detector Inspection	N/A	Annual	Housing and Homelessness Department
	Fire Protection System Inspection	N/A	Monthly	Contracted Service
	Hydrant Flow Inspection	N/A	Annual	Contracted Service
	Mechanical Inspection and Maintenance	N/A	Quarterly	Contracted Service
	Elevator Inspection	N/A	Monthly & Annual	Contracted Service
	Fall Protection System Inspection – Visual	N/A	Annual	Contracted Service
	Fall Protection System Inspection – Load Test	N/A	5 years	Contracted Service
	Designated Substance Surveys	N/A	Ad Hoc	Contracted Service
	Common Area Cleaning	N/A	Daily	Contracted Service
	Snow Removal and Salting	N/A	Seasonally	Contracted Service
	Grass Cutting	N/A	Seasonally	Contracted Service
	General Landscaping	N/A	Ad Hoc	Contracted Service
	Back Flow Prevention Device Testing	N/A	Annual	Contracted Service
	Unit Inspection	N/A	Annual	Housing and Homelessness Department
	Pest Control Inspection	N/A	Annual	Contracted Service
	Targeted Component Inspections	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Repair	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Replacement	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Townhomes	BCAs	N/A	5-7 years
Fire Alarm and CO Detector Inspection		N/A	Annual	Housing and Homelessness Department
Hydrant Flow Inspection		N/A	Annual	Contracted Service

	Designated Substance Surveys	N/A	Ad Hoc	Contracted Service
	Snow Removal and Salting	N/A	Seasonally	Contracted Service
	Grass Cutting	N/A	Seasonally	Contracted Service
	General Landscaping	N/A	Ad Hoc	Contracted Service
	Unit Inspection	N/A	Annual	Housing and Homelessness Department
	Pest Control Inspection	N/A	Annual	Contracted Service
	Targeted Component Inspections	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Repair	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Replacement	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
Single/Semi-Detached Homes	BCAs	N/A	5-7 years	Contracted Service
	Fire Alarm and CO Detector Inspection	N/A	Annual	Housing and Homelessness Department
	Designated Substance Surveys	N/A	Ad Hoc	Contracted Service
	Unit Inspection	N/A	Annual	Housing and Homelessness Department
	Pest Control Inspection	N/A	Annual	Contracted Service
	Targeted Component Inspections	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Repair	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service
	Replacement	N/A	Ad Hoc	Housing and Homelessness Department and Contracted Service

Lifecycle activities occur on each of the housing assets per Housing and Homelessness Services Department internal policies and procedures and affordable housing sector best practices. These activities are tracked using Yardi Voyager. The Housing and Homelessness Services Department is planning to upgrade asset management capabilities using a system such as Asset Planner. This will aid in understanding current and future capital needs of assets, and the planning, execution and recording of capital work.

G.4.3. Risks of Lifecycle Activities

The identified lifecycle activities in Table 11 above are historical activities taken on by Housing and Homelessness Services Department. Some risks associated with these activities include:

- Impact to Tenants – When performing maintenance and/or capital improvements, tenant living conditions, access, utilities and development amenities can be impacted temporarily. This is mitigated by implementing maintenance and project plans, temporary protection of tenant belongings, separation of space between the work area and tenants, and where required, relocation of tenants if the impact is severe for an extended duration.
- Equipment Failure - Equipment failure can occur during maintenance activities and is mitigated by ensuring preventative maintenance is completed at regular intervals to prevent this from occurring.
- Falling – Some activities require working from heights and there is a risk of falling. This risk is mitigated by having staff/contracted personnel trained on all equipment and having fall arrest training where required.
- Traffic Accidents - When performing maintenance and projects in the vicinity of traffic and in parking lots, there is a risk of a traffic accident. This is mitigated by implementing health and safety plans and wearing high visibility clothing during construction activities in the right of way.
- Operator Error – When operators are operating equipment and materials, there is a risk of an operator related accident. This risk is mitigated by ensuring all operators have the required licenses and are trained on equipment and materials being used.
- Utility Impact – When digging into soil to uncover a buried asset, there is a possibility of hitting a buried utility line. This is mitigated by ensuring locates are completed prior to digging.
- Animal Based Injuries – When operating in and around units, pets pose a risk of animal bites and cuts. This is mitigated by ensuring pets are in a separate space away from staff/contracted personnel.
- Access – When entering yards and units, access may be restricted by tenants and their belongings. It is a legal requirement to issue 24-hour notices of entry to tenants. It is mitigated by respecting tenants' privacy, communication, connecting tenants to service organizations, and where required, implement legal means to gain access to the required spaces.

In addition, if these activities were not completed, the risks would include:

- Health and safety issues due to deteriorated living/working conditions, compromised structural elements and/or life safety systems. Issues may be acute or chronic in nature.
- Unscheduled service disruptions that could have been prevented with preventative maintenance. (e.g. performing routine inspection and maintenance of elevators).
- Increased cost due to reactive repairs which could have been prevented with preventative maintenance. (e.g. performing routine HVAC maintenance to prevent premature deterioration of equipment).
- Increased vacancy due to deteriorated development and/or unit conditions that could have been prevented with preventative maintenance and timely capital repairs/replacement.
- Deterioration of community environment that could have been prevented with preventative maintenance and timely capital repairs/replacement. (e.g. rundown developments can invite crime, further deteriorating the condition of developments and community fabric).

G.4.4. 10-Year Lifecycle Costs of Asset Type

Figure 3 below outlines the 10-year capital budget for housing assets. Due to incomplete asset condition data, the total annual average capital cost to maintain a state of good repair (SOGR) is undetermined, and the average annual operating and maintenance cost to maintain the state of good repair is also undetermined.

Each year, all capital funding is utilized to maintain existing assets. With Canada Mortgage and Housing Corporation (CMHC) renewal and repair funding, the average 10-year capital budget is \$2M per year. Note the capital budget for the MNP portfolio (87 / 1157) has only been established for years 2025-2028, and the balance of the portfolio only has been budgeted up to and including 2033. Over years 2025-2027, CMHC is providing \$2.2M for needed capital repairs and replacements. The values in the graph represent current 2024 dollars. More data will be available for the next update to the report.

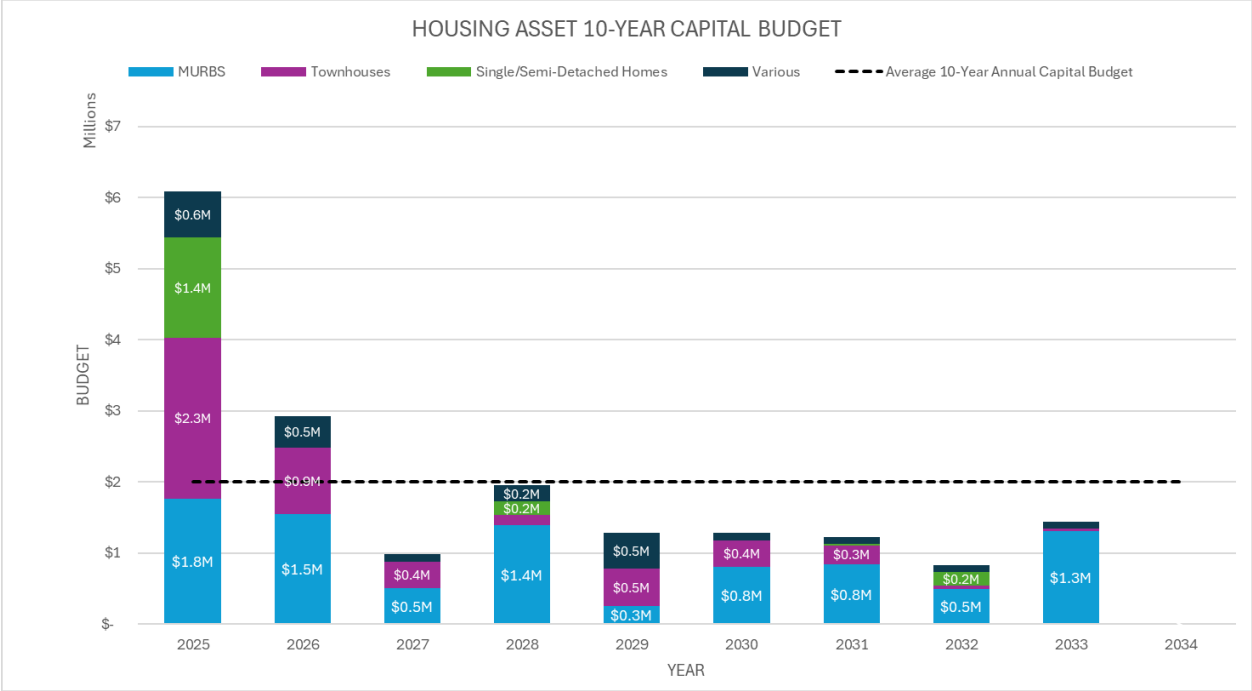


Figure 3: 10-year capital budget (2025-2034).

G.5. Current Levels of Service

Assessing and maintaining appropriate levels of service for housing assets is paramount to meeting the needs and expectations of residents. This section outlines the current levels of service for municipal assets as defined by both provincial regulations and municipally established standards. By evaluating these levels of service, areas of strength and improvement can be identified to ensure that the housing assets continue to provide the desired outcomes for the community.

G.5.1. O.Reg 588/17 Customer Levels of Service

Ontario Regulation 588/17 mandates that municipalities define and report on specific customer levels of service for core assets. Housing assets do not form part of the core assets definition, thus there are no O.Reg 588/17 defined customer level of service requirements.

G.5.2. O.Reg 588/17 Technical Levels of Service

Ontario Regulation 588/17 mandates that municipalities define and report on specific technical levels of service for core assets. Housing assets do not form part of the core assets definition, thus there are no O.Reg 588/17 defined technical level of service requirements.

G.5.3. Municipally Defined Customer Levels of Service

Section 6.2 of the The Asset Management Plan Overview report defines municipal customer level of service requirements for core assets only, however, they are applicable for housing assets. For housing assets, the asset specific interpretation of these levels of service are defined below in Table 12. These customer levels of service were used to create and define the technical levels of service identified in Table 13.

These levels of service are focused on the outcomes that directly impact residents and stakeholders.

Table 12: Municipally defined customer levels of service.

Customer Level of Service	Definition
Safety	Housing assets should be both safe to live/work within, use and promote community safety, and customers should feel safe using these services.
Accessibility	Housing assets should be accessible to all customers and the community.
Reliability	Housing assets should be available when customers need them.
Quality	Housing assets should fulfill their intended purpose, be the appropriate capacity, and be in a state of good repair.
Responsiveness	Housing assets should be fixed quickly when service disruptions occur. Tenant requests should be adequately addressed in a timely manner.
Environmental Sustainability	Housing assets should be operating as environmentally as possible and also be promoting sustainable lifestyles.
Cost Efficiency	Housing assets should be operated efficiently with extra care to minimize costs.

G.5.4. Municipally Defined Technical Levels of Service

The municipality has set technical levels of service to ensure the efficient and effective management of housing assets. The following defined customer level of service metrics were developed in consultation with the Housing and Homelessness Services Department and the engaged housing asset management consultant, Haerko Inc. In the next update of the report, more technical levels of service and data will be included. Customer levels of service defined below aim to address local priorities and enhance tenant satisfaction. Technical levels of service focus on the operational and functional aspects of the housing assets, ensuring that they meet safety, reliability, and performance standards. The level of service framework balances several factors: community needs and expectations, the organization’s strategic goals, the City’s Housing and Homelessness Plan, regulatory requirements, government strategic goals, and financial capacity.

Table 13: Municipally defined technical levels of service.

Customer Level of Service		Technical Level of Service Description	2023 KPI	Units
Safety	Health, and Life Safety Systems	% of Fire Alarms and CO Detectors Inspected	100	%
		% of Fire Protection Systems Inspected	100	%
		% of Hydrant Flow Inspections	100	%
		% Mechanical Inspections Completed	100	%
		% of Elevators Inspected	100	%
		% of Visual Fall Protection Systems Inspected	100	%
		% of Planned Fall Protection System Load Tests Completed	100	%
		% of Planned Back Flow Prevention Devices Tests Completed	100	%
		% of Units Generally Inspected	100	%
		% of Units Inspected for Pests	100	%
		% of Units With Pests, Abated for Pests	100	%
		% of Units With Mould, Abated for Mould	100	%
				Building Code Violations
Accessibility		# of snow removal complaints	1	#/100 units
		% of Indoor Common Areas Fully Accessible (count by development)	100	%
Reliability	Housing Services	% of Mandated RGI Units Provided	N/A	%
		Turnover Rate (days unoccupied)	58	Days

G.6. Current Asset Performance

Assessing the current performance of municipal housing assets is essential for understanding their operational effectiveness, identifying areas for improvement, and ensuring that they continue to meet the needs of the community. This section provides an overview of the performance of housing assets, including energy efficiency, operating performance, and key performance indicators (KPIs). Lastly, this section provides an overview of the requirements to match the growth in Brant County.

G.6.1. Asset Type Current Energy Performance

Energy performance is a critical aspect of asset management, as it directly impacts operational costs, environmental sustainability, and overall asset efficiency. This subsection focuses on evaluating the energy performance of housing assets with respect to the Corporate Energy Management Plan which aligns with Provincial and Federal energy targets. Furthermore, this section identifies opportunities for energy conservation and efficiency improvements.

Energy audits are underway for Group 2 asset package and will be completed by January 2025. It is recommended that energy audits are completed for the balance of assets (Group 1 and 3 asset packages) along with a Housing and Homelessness Energy Management Plan that outlines the operational requirements to support the Corporate Energy Management Plan.

G.6.2. Asset Type Current Operating Performance

Operating performance refers to the effectiveness and efficiency of asset operations in delivering desired outcomes and meeting service levels. This subsection examines various aspects of asset operating performance, including reliability, maintenance practices, and service delivery effectiveness.

For housing assets, the current operating performance is largely determined by the current FCI, and housing service levels at a portfolio level as opposed to asset type (MURB, townhome, and single-semi-detached homes).

As shown above in Table 9, the current FCI and asset condition is unknown. The FCI trend cannot be determined based on available data. Based on staff input, the condition of assets is rated as fair, on the threshold of poor, numerically, this translates to 1.4 condition rating.

Currently, the City of Brantford is providing approximately 936 RGI units through the Service Manager. The required service level for RGI units will be solidified for the next update to this report.

Through the preservation of existing assets and construction of new assets within the last two years (2022 and 2023), the number of housing assets and subsequently, the number of units provided has grown to help meet the growing demand of the community. Two new developments were built with a total of 30 units, of which all are affordable units. Furthermore, City of Brantford has been building new developments since 2006 and currently has one new developments that will be rented up this year, with a second one next year.

G.6.3. Growth Projects

The demand for housing is at a critical level and the demand is growing as the population increases. Furthermore, the demand for affordable housing is tied to the affordability home

rentals and home ownership. The City is anticipating substantial growth over the next 27 years as reported in the Asset Management Plan Overview document. The report relies on the August 2020 amended GGH Growth Plan, the original plan was published in 2017.

The Housing and Homelessness Department growth plan is outline in the Brantford-Brant Municipal Housing Master Plan (2020-2030) report.

G.7. Discussion and Conclusion

Asset management is a rapidly evolving field of knowledge. Furthermore, asset management within an organization should be marked with continuous improvement that is often referred to as maturity within asset management. In order to achieve effective asset management, it requires the involvement and commitment of the entire organization, that is, across all functional departments and the full depth of all staff in the organization.

Future considerations for improving or maturing in asset management within the Housing and Homelessness Services Department may include:

1. Completing building condition assessments for the balance of assets not currently underway.
2. Completing energy audits (ASHRAE lvl II energy audits as a minimum standard) of assets not currently underway and create an updated Energy Management Plan for housing assets.
3. Fill in missing asset characteristic data where feasible, and consolidate and reconcile existing data. Archive duplicate/overlapping data sets.
4. Undertaking asset management training at various levels of the department, this may involve cross training with other departments within the City.
5. Developing/revising asset management policies and procedures to advance the maturity of the department.
6. Develop and establish a suite of technical level of services, and systems to track, record and report on metrics on an annual basis.

Upper-level government funding should be pursued to assist with financial commitment of the above recommendations.

Over the next year, the City of Brantford will develop and publish the second version of this report before the July 1, 2025, O.Reg. 588/17 deadline. Building condition assessments of Group 2 assets is underway, which will help improve the data quality. More data will be made available with the update to the report.

H. Appendixes

H.1. Appendix A – BC Housing FCI Standard



BC Housing

Capital Asset Management – Asset Strategies

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FACILITY CONDITION INDEX

Facility Condition Index (FCI) is an industry standard asset management tool which measures the “constructed asset’s condition at a specific point in time” (US Federal Real Property Council, 2008). It is a functional indicator resulting from an analysis of different but related operational indicators (such as building repair needs) to obtain an overview of a building’s condition as a numerical value.

It was developed by the US Navy to assess conditions of vessels and strategically prioritize renewal spending. FCI was first utilized as an index for determining building condition in the early 1990s by US National Association of College and Universities and quickly became the standard for post secondary institutions across North America. Recently condition index measures have been adopted by the US Federal Real Property Council, American Public Works Association, Council of Ontario Universities, Federation of Canadian Municipalities (through their Infraguide publications), Health Authorities, Education Ministries and Social Housing Authorities throughout North America.

FCI is obtained by aggregating the total cost of any needed or outstanding repairs, renewal or upgrade requirements at a building compared to the current replacement value of the building components. It is the ratio of the “repair needs” to replacement value” expressed in percentage terms. Land value is not considered when evaluating FCI.

$$\text{FCI} = \frac{\text{Total of Building Repair/Upgrade/Renewal Needs (\$)}}{\text{Current Replacement Value of Building Components(\$)}}$$

The lower the value of FCI, the better condition that a building is in. Current industry benchmarks indicate the following subjective condition ratings for facilities with various ranges of FCI:

0- 5% FCI	Asset is in <u>good</u> condition
5-10% FCI	Asset is in <u>fair</u> condition
10 – 30% FCI	Asset is in <u>poor</u> condition

For example, a building with a replacement value of \$1,000,000 with outstanding renewal needs of \$90,000 would have an FCI of 9%, indicating the building is in fair condition. FCI can be reported at all levels in the asset hierarchy; it can be used to express component condition

BC Housing

(example: elevators), building condition, development condition and portfolio condition, with each higher level being the aggregate of those beneath it in the hierarchy.

While originally developed by the US Navy, FCI was quickly adopted by universities and other public institutions to monitor building condition and employed as a strategic decision-making investment tool. Other organizations in Canada are adopting this tool and are at various stages of implementation. This indicator is analogous to the condition index employed for many years by the Ministry of Transportation to monitor condition of bridges in the province, used to identify and prioritize repairs. BC Housing is currently using FCI to assist with investment decisions and strategic directions.

FCI IMPACTS, RISKS & RESIDENT MORALE

Utilizing FCI provides a professional method of measurement to determine the relative condition index of a single building, group of buildings, or if desired, a total portfolio. As FCI increases, the assets will experience:

- Increased risk of component failure
- Increased facility maintenance and operating costs
- Greater negative impacts to staff and residents.

Table 1 on the following page illustrates the types of risks and tradeoffs that can be expected when buildings are maintained at different FCI levels.

BC Housing

Table 1: Facility Condition Index Levels and Impact to Component Failure Risk, Residents and Staff

Common Implications of FCI to Housing Portfolios				
FCI Levels	Impact to Buildings and Components	Examples of Component Issues	Resident Complaints and Morale	Maintenance Staff Impact
Critical (Over 30%)	<ul style="list-style-type: none"> - Facilities will look worn with obvious deterioration. - Equipment failure occurring frequently. Occasional building shut down will likely occur. Management risk is high. - Health and safety issue figure prominently 	<ul style="list-style-type: none"> - Replacement of multiple systems required (i.e. Mechanical, Electrical, Architectural and Structural - Building heating system failure. - Evacuation of upper floor due to unaddressed roof leakage. - Structural issues including envelope replacement. 	<ul style="list-style-type: none"> - Resident complaints will be very high with an unmanageable level of frequency. - Lack of maintenance will affect resident attitudes and morale. 	<ul style="list-style-type: none"> - Staff will not be able to provide regular scheduled maintenance due to high level of "reactive" calls
Poor (11% to 30%)	<ul style="list-style-type: none"> - Facilities will look worn with apparent and increasing deterioration - Frequent component and equipment failure may occur. Occasional building shut down will occur 	<ul style="list-style-type: none"> - Replacement of specific major systems required, such as heating and plumbing systems, complete interior renovations, building envelope restoration. - Shut down may affect some units (i.e. roof or pipe leakage) 	<ul style="list-style-type: none"> - Resident complaints will be high with increased level of frequency. - Concern about negative resident morale will be raised and become evident. 	<ul style="list-style-type: none"> - Facilities staff time will likely be diverted from regular scheduled maintenance and forced to "reactive" mode
Fair (6% to 10%)	<ul style="list-style-type: none"> - Facilities are beginning to show signs of wear - More frequent component and equipment failure will occur 	<ul style="list-style-type: none"> - Repairs and replacement of specific systems, i.e. boiler, window replacements, interior renovations. 	<ul style="list-style-type: none"> - Resident complaints will occur with higher level of frequency - Resident morale may be affected 	<ul style="list-style-type: none"> - Facilities staff time may at times be diverted from regular scheduled maintenance
Good (0% to 5%)	<ul style="list-style-type: none"> - Facilities will look clean and functional - Limited and manageable component and equipment failure may occur 	<ul style="list-style-type: none"> - Repairs and replacement of more of an aesthetic or general nature, such as wall painting, carpet replacement, roof repair, window caulking. 	<ul style="list-style-type: none"> - Resident complaints will be low and manageable - Resident morale will be positive and evident 	<ul style="list-style-type: none"> - Facilities staff time will be devoted to regular scheduled maintenance

H.2. Appendix B – Detailed Assessment Source Listing

Address	City	Group	BCA Year
11 Park Avenue	Burford	1	2013 & 2021
170 Trillium Way	Paris	1	2013 & 2021
33 Main Street	Paris	1	2013 & 2021
40 -50 Willow Street	Paris	1	2013 & 2021
46 - 52 Pontiac Street	Brantford	1	2013 & 2021
43 - 45 Tecumseh Street	Brantford	1	2013 & 2021
17 Marie Street	Brantford	1	2013 & 2021
97B Mount Pleasant	Brantford	1	2021
45 Albion Street	Brantford	1	2013 & 2021
5 Fordview Court	Brantford	1	2013 & 2021
24 Colborne Street	Brantford	1	2013 & 2021
124 Sherwood Drive	Brantford	1	2021
9-27 Robertson Avenue	Brantford	1	2021
676 Grey Street	Brantford	1	2013 & 2021
359 Darling Street	Brantford	1	2013 & 2021
22 Gladstone Avenue	Brantford	1	2013 & 2021
18 Aberdeen Avenue	Brantford	1	2013 & 2021
124 Ontario Street	Brantford	1	2013 & 2021
2 - 10 Buchanan Cres	Brantford	1	2013 & 2021
7 Bain Street	Brantford	1	2013 & 2021
56-68 Memorial Drive	Brantford	1	2013 & 2021
332 North Park Street	Brantford	1	2013 & 2021
50 Hayhurst Road	Brantford	1	2013 & 2021
5 Marlene Avenue	Brantford	2	
18 Stirton	Brantford	2	
177 Colborne Street	Brantford	2	
55 & 59 Greens Road (house/barn)	Brantford	2	2013, Jan 2025
24 Gilkison Street	Brantford	2	2013, Jan 2025
12 Ava Road	Brantford	2	2013, Jan 2025
95 Henry Street	Brantford	2	
52 Clara Crescent	Brantford	2	2013, Jan 2025
7/9 Cayuga Street	Brantford	2	2013, Jan 2025
687 Colborne Street	Brantford	2	2013, Jan 2025
702 (A & B) Colborne Street	Brantford	2	2013, Jan 2025
8 Murray Street	Brantford	2	Jan 2025
4 Drummond Street	Brantford	2	2013, Jan 2025
303 Greenwich St	Brantford	2	2013, Jan 2025
22,40,69,97,119, 145, 150, 155, 162, 167 Woodlawn Ave	Brantford	2	2013, Jan 2025
147 Balmoral Drive	Brantford	2	2013, Jan 2025
51 Roman Cres	Brantford	2	2013, Jan 2025
9,25,34, 41 Inverness Ave	Brantford	2	2013, Jan 2025
18 Shaftesbury Avenue	Brantford	2	2013, Jan 2025
40 Queen Street	Brantford	1&2	2021, Jan 2025
26 Graham Avenue	Brantford	3	2013
5,8,9,10,12, Glenwood Drive	Brantford	3	2013
20,22,24,26,30 Lynnwood Drive	Brantford	3	2013
6,8,10,11,12,13,14,15,16,17,18,19 20, 21,22 Park Rd S	Brantford	3	2013