SURVEY OF LOCAL HOUSING CORPORATIONS

PHASE 1 RESULTS

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HSC

Contents

Executive Summary

This report profiles social housing delivered by eleven of the 47 Local Housing Corporations (LHCs) in Ontario operating under the *Housing Services Act*. It is Phase 1 of a project undertaken by Housing Services Corporation together with the Local Housing Corporation Forum (LHCF) comprised of eleven arm's length LHC senior representatives to investigate the diverse operational and governance/models that have evolved following devolution of the former Ontario Housing Corporation assets.

Background

Fifteen years ago, the Ontario Housing Corporation managed the operations and capital requirements of public housing through local housing authorities across the province. In 2001, the responsibility for managing and paying for this stock of 134,000 units was downloaded to local authorities - municipal councils, Service Managers, and newly formed LHCs. (For a fuller history of public housing, see Appendix A).

Over that period, LHCs across Ontario faced tightened resources, increasing complexity of tenant issues and deteriorating assets. The phase one LHC survey provides a preliminary understanding through the co-operation of eleven arm's length LHCs providing information about administrative structures, portfolio characteristics and delivery structures as they face challenges in the development, maintenance, administration of social housing in Ontario.

Research Objectives

The overall aim of the research is to collect and document information about the LHCs to better understand the structures that have evolved from the former Ontario Housing Corporation assets. The specific objectives of the study were to:

- Collect baseline information about the administrative structures, portfolio characteristics and the varied approaches that LHCs have used to deliver social housing programs across the province
- Identify common areas of activity and converging trends
- Better understand issues and challenges affecting the development, maintenance, administration and delivery of social housing in Ontario
- Identify areas in which Housing Services Corporation (HSC) can improve its programs and business delivery to support LHC operations

In Phase 1, senior managers from the eleven members of the LHCF completed a detailed questionnaire (see Appendix B for survey instrument).

Key Findings

Survey included two-thirds of LHC units: The Phase 1 Survey focused on eleven Local Housing Corporations belonging to the Local Housing Corporation Forum. With well over 90,000 units combined, they represent about two-thirds of the 134,000 units among the 47 Local Housing Corporations in the province.

Varied Nature of LHCs in Survey Sample: the participating LHCs come from all regions of the province; range in size from small to large; and operate in single-tier municipalities, separate tiers (e.g. city and county) and District Social Services Administration Boards, which deliver social programs in rural and remote regions.

Arms-length Relationship with Service Managers: All LHCs in the Phase 1 survey operate as semi-autonomous agencies, reporting to but not directly part of the Service Manager itself.

Differing Program Offerings: All have the former public housing stock in their portfolio; seven also integrated s.95 (municipal non-profit) housing; ten deliver rent supplements, and another six have Affordable Housing responsibilities. One, Peterborough, also delivers the Urban Aboriginal program.

Rent Geared-to-Income (RGI) Predominates: Almost 90% of housing stock is filled on a rent geared-to-income basis; under 10% is low end of market rent. Rent supplements are used very differently, comprising 49% in Kingston and zero in Nipissing.

Limited Demographic Data: Only 3 LHCs reported on age distribution of tenants and household size. This lack of available information raises questions about the ability of the LHC and its Service Managers to track changes in the use of its stock and to anticipate needed adaptations.

Incapacity to Assess Ability of Stock to Meet Current and Future Tenants: The number of units suitable for single persons is in rough correspondence with the number of single-person households in the 3 LHCs who were able to report. There are significantly fewer 3-person or more households than the number of 2-bedroom or smaller units. Determining how many households are over-crowded or over-housed can be answered only if housing unit and household information data are linked at the individual level. Similarly, the capacity of the existing stock to meet housing needs on the wait list requires integrated databases, which, the evidence suggests, is lacking in most LHCs.

Stock has Reached Late Middle Age: Most public housing was built after WWII (to house returning veterans and their new families) through to the middle of 1970s. The larger LHCs have the oldest stock; the average age for Toronto was 55, London and Windsor, 40, Ottawa 38. Average age of the stock was lower in other LHCs, who either developed public housing later or have a larger proportion of more recent MNP and AHP.

Waiting Lists Vary Significantly: The size of the wait list as a percentage of LHC housing stock provides a crude measure of the backlog in housing needs. Toronto led the pack with a 123% count, followed by Kingston at 103%. The smallest was for Windsor-Essex (38.8%) and Cornwall (45.4%).

Staff Levels Show Economies of Scale: The three smallest LHCs showed the lowest numbers of housing units per staff, while three of the four with the highest ratio of units to staff were larger LHCs. The middle group did not show as clear a pattern. Economies of scale, in terms of staffing levels, work for the largest and against the smallest LHCs.

Succession Plans Needed for Looming Retirements: High rates of retirement are expected over next 5 years – 100% of senior management in one LHC, 60% in another, 20% in another four. Three LHCs have succession plans in place.

Staff Training Needs to Focus on Needed Knowledge: While most LHCs support staff training budgets, concerns remain about the ability to find staff with sector knowledge and experience, particularly at the senior management level.

External Resources Used Mostly for Property Operations: Corporate and administrative functions remain largely the preserve of internal LHC resources; cleaning and maintenance services most likely to use external. Waiting list and rent supplement administration are provided mostly by LHCs and by some Service Managers.

Need to Advise Service Managers about Board Succession Plans: HSA regulations require a Board Succession Plan but do not state whether the LHC or SM is responsible; the five LHCs who lack succession plans, need to advise SMs on requirements and recommend next steps.

Strategic Planning and Policy Manuals Well-Established: For most LHCs, strategic plans are a reporting requirement; 7 have strategic plans in place, while another 3 are under development. Most LHCs have policy and operational manuals; smaller LHCs would benefit from greater sharing to develop their own materials.

Revenues Remain Dependent on Tenants and Government: Most LHCs continue to depend on constrained tenant and government sources for in excess of 90% of revenues; revenue growth depends on other revenue streams.

Larger LHCs Have Larger Per-Unit Budgets for Capital and Operating: The three largest LHCs had the biggest per-unit budgets. Operating budgets outpace capital by up to nine times.

Capital Repair Needs Run from Shallow to Deep: Capital repair requirements on a per-unit basis vary widely, from $55,500 per unit for the smallest LHC to $12,900 for the largest. Four LHCs have taken advantage of new flexibility to create capital resources for their portfolio.

Information Technology (IT) Systems Lack Integration and Analytical Power: LHCs have developed IT on a piecemeal basis – while commercial software dominates, the limited ability to integrate property management, asset management, financial planning and tenant records reduces analytical power and administrative effectiveness.

Great Range of Common Purchases Suggests Bulk-buying Opportunities: Sector is well-served by bulk utility and insurance underwriting; however, co-operative procurement would reduce costs for other common purchases, such as maintenance and cleaning supplies, major appliances, office equipment, etc.

Localized Approaches to Performance Measures Limit Comparisons: OHC's central system, which permitted LHC comparisons, has been replaced by 47 local choices. Types of performance data collected now vary greatly. HSC's Housing Provider Performance Indicator system provides an initial step for the LHCs to decide the indicators of significance to measure performance against other housing providers.

LHC Reports Focus on Budgets, Capital and Audits: All or nearly all LHCs' report on budget requirements, financial audits, and capital plans. While strategic planning is becoming more prevalent, annual reviews, operating plans, and especially service levels are less well addressed.

Resident Initiatives Reflect Local Interests: Most LHCs enhance their housing services with additional community development and tenant supports. Examples include community gardens, tenant employment programs, and training and skill building. Most information about community and social initiatives are anecdotal in nature. LHCs lack the resources and capacity to formally evaluate the success and outcomes of these programs.

1. Introduction

With devolution under the *Social Housing Reform Act* in the 1990s and the transfer of Ontario Housing Corporation's public housing stock to the municipal level in 2001, the public housing asset was transformed into 47 different Local Housing Corporations with varying management structures and operational functions. Some LHCs are a department of the municipal body having jurisdiction, while other LHCs operate at arm's length from the municipality even though the Service Manager (SM)[1] is the sole shareholder of the LHC.

Approximately half of the social housing stock in Ontario (over 134,000 units) resides within the 47 LHC portfolios. To date there has been no systematic documentation to provide an understanding of the diverse operational and governance structures/models that have evolved with the former Ontario Housing Corporation assets including the forms of management entities responsible for the LHCs. This report is a preliminary step in filling the knowledge gap by collecting baseline information about the varying models that have emerged along with key business information of the LHCs. The social housing asset remains an important source of shelter for households in need. In pure financial terms, this housing stock is a valuable asset, which would be very costly to replace.

2. Background

2.1 Context

In July 2011, the Local Housing Corporation Forum (LHCF), comprised of CEOs and senior level staff of the independent LHCs, identified the need to better understand the various LHC structures that formed as a result of devolution. The information of interest related to governance structures, financial and operational management, operating policies and practices, human resource capacity and portfolio characteristics (housing stock and residents). The initial phase of the research was specific to the members of the LHC Forum - the 11 arm's length LHCs and 1 quasi-arm's length. Phase 2 will include the remaining 35 LHCs under the administration of Service Managers across Ontario - both arm's length LHCs and those that were absorbed into the municipal structure as part of the existing housing department. This report presents the results from Phase 1 of the study.

The broad objective of the research is to identify common areas of activity and converging trends; issues and challenges including approaches used in respective corporations that can help contribute to more effective/efficient performance and/or improvements to service quality. The survey will enhance the exchange of information on various issues of interest and key business elements - capital, revenue,

[1] Service Manager is used generically throughout this paper to mean Consolidated Municipal Service Manager and District Social Services Administration Boards.

efficiency, new business models, and mechanisms for transformation. By sharing this information, LHCs and Service Managers can work more collaboratively on the development, maintenance, administration and delivery of social housing in Ontario.

For Housing Services Corporation (HSC), the information derived from this research will inform the ways in which HSC can improve its programs and business delivery to its key stakeholders-LHCs and Service Managers. The research is also beneficial to HSC in understanding best practices across the province, options for managing the housing stock, and issues and their resolution in different localities.

The focus of this report is to provide an overview of the survey results from the eleven Local Housing Corporations[2] that participated in the research. Sections 2 and 3 provide a description of the data gathering and analysis process. Sections 4 through 10 provide a synthesis of the data by theme. The data results are provided at the aggregate level and in some cases at a sub-group level. Appendix A provides a brief history of the Public Housing Program.

2.2 Local Housing Corporation Forum

The arm's length LHCs are HSCs major clients as defined in the *Housing Services Act, 2011*. In Ontario LHCs represent over 100,000 housing units, generally have a higher proportion of RGI units than other housing providers, have different treatment under the HSA, and have unique challenges in managing a large and varied housing stock.

In 2010, HSC established a forum for arm's length LHCs to enhance information exchanges amongst the sector, improve access to leading edge thoughts on business practices, and increase the quality of working environment for their staff.

The forum consists of the Chief Executive Officer or a designated senior level staff representative from each of the following local housing corporations as follows:

- Ottawa Community Housing Corporation
- Toronto Community Housing Corporation
- Windsor Essex Community Housing Corporation
- Peterborough Housing Corporation
- Nipissing District Housing Corporation
- Cornwall and Area Housing Corporation
- Kingston and Frontenac Housing Corporation
- London & Middlesex Housing Corporation
- CityHousing Hamilton
- Haldimand-Norfolk Housing Corporation

[2] Only eleven of the 12 LHCF members participated in the survey.

- Elgin and St. Thomas Housing Corporation
- Peel Living

A Terms of Reference governs member and HSC staff responsibilities. HSC staff responsibilities include research in support of the LHCF. The Local Housing Corporation survey project was identified and recommended to HSC for research in support of LCHF business.

3. Data Gathering and Analysis

3.1 Survey of Local Housing Corporations

The primary function of this study was to gather a broad range of current and detailed data from LHCs to help characterize this type of housing provider and better understand its attributes.

Survey questions were developed and reviewed with LHCF members and two SMs to develop a common language survey instrument that met the needs of both stakeholders. The amount of data required was ambitious but purposely incorporated to identify data capacity and the differences and similarities in the way in which data is reported or collected. The survey instrument was structured by theme into thirteen sections as noted below.

Survey Structure	
	Themes
1	Local Housing Corporation (general information including SM and LHC structure)
2	Corporate Status
3	Board of Directors
4	Human Resources
5	Operations
6	Assets
7	Budget
8	Procurement
9	IT Systems
10	Portfolio Information- Units and Buildings
11	Tenant Characteristics
12	Performance Measures and Reporting
13	Policies, Initiatives and Strategies

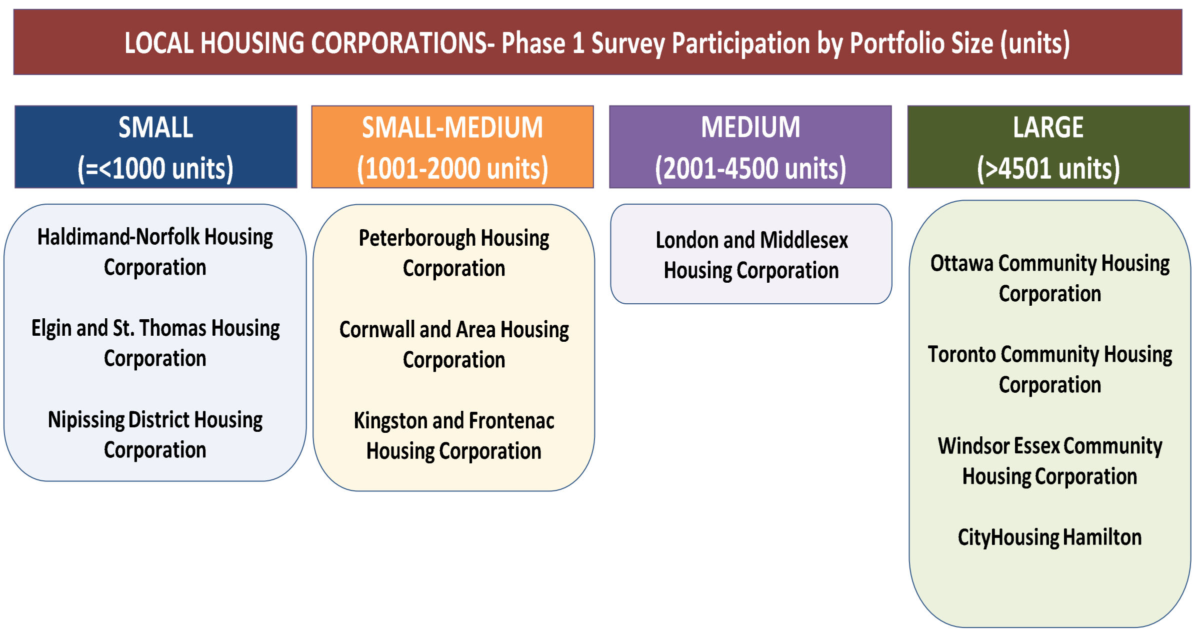
The final survey instrument was vetted by the LHCF in December of 2011 and finalised in January 2012. A decision was made to roll out the survey in two phases: 1) late Feb 2012 administered to the 12 LHC Forum members, and 2) late 2013 administer the survey to the remaining LHCs (those under municipal structure and part of the existing housing department). The two-phased approach reduced the burden of responding to the first phase to Forum members.

The complete survey instrument was distributed to the LHCF in February with a March submission date. The high response rate was achieved through multiple follow-up requests to encourage completion and, in some cases, greater clarity of response. This report focuses on the responses of eleven LHCs. Appendix B provides a copy of the survey instrument

3.2 Overall Response Rate

The overall survey response rate for Phase 1 of the project was 91.6% (11 of 12 LHCs). The LHCs that participated in the survey are listed in Figure 1. For each LHC a portfolio size classification was designated. The total number of units managed by the eleven LHCs is 94,090[3].

Figure 1: LHCs Participating in the Survey Categorized by Portfolio Size



Source: LHC Survey, 2012

[3] This unit number is a self-reported number by the individual LHC. There is a discrepancy in reporting of unit number by one LHC and the number that is cited in numerous public documents. The number reported in this survey may reflect total number of occupied units minus units that are vacant, on hold, requiring modification or unit refurbishment.

4. Organizational Profile

4.1 Local Housing Corporation Structure

The geography, scale, structure and capacity of Local Housing Corporations is not uniform, nor is the approach each takes to fulfilling obligations within the framework of the previous *SHRA* and now the *HSA*. Table 1 provides details relating to structural attributes of the LHCs - regional location, service manager structure, basic portfolio characteristics and the LHC's current structure.

Table 1: Characteristics of 11 LHCs participating in Survey

Structural Attributes	
Region	n
Southern (includes south and southwest, roughly from Oakville north to Georgian Bay and westward to the American border)	5
GTA/Central (areas within GTA boundary and central, extending roughly from Lake Ontario north to Georgian Bay/Hunstville)	2
Eastern (includes areas east of GTA/Central, roughly from Trenton north to Pembroke and eastward to Manitoba border)	3
Northern (includes north and northwest, roughly north of Georgian Bay/Huntsville and westward to Manitoba border)	1
Total	11
Portfolio Size	n
Small (1000 units or less)	3
Small-medium (1001-2000 units)	3
Medium (2001-4500 units)	1
Large (more than 4500 units)	4
Total	11
Service Manager structure	n
Single tier (Single tier municipal structure)	4
Separated (Separated structure (or similar) where 1 municipality is designated as SM for entire service area (i.e., City/County)	6
DSSAB (District Social Services Administration Boards)	1
Total	11
Source: LHC Survey 2012	

Table 2 reflects the range in surveyed LHCs from the largest at 58,326 rental units and the smallest at 391 units. (Detailed information about each LHC's portfolio is provided in Section 4.3 of this report.) There is considerable variation in the portfolio size of the LHCs classified as 'large'. For example, of the four large LHCs, Toronto Community Housing has 58,326 units, Ottawa Community Housing 14,829 units, CityHousing Hamilton 7,034 units and Windsor Essex Community Housing 4,708 units.

Table 2 also details the Service Manager structure they operate within. A larger number (n=6) of LHCs are in regions with a 'separated' structure or similar where 1 municipality is designated as Service Manager for the entire service area (i.e., City/County). Four LHCs belong to a single-tier municipality and these are primarily the larger LHCs; and one housing provider is part of a District Social Services Administration Board (DSSAB).

Table 2: LHC Portfolio Size vs. Service Manager Structure

Local Housing Corporation	Service Manager Structure			
Portfolio Size	**Single Tier**	**Separated**	**DSSAB**	**Total**
	n	**n**	**n**	**n**
Small (1000 units or less)	0	2	1	3
Small-medium (1001-2000 units)	1	2	0	3
Medium (2001-4500 units)	0	1	0	1
Large (more than 4500 units)	3	1	0	4
Total	4	6	1	11
Source: LHC Survey 2012				

Table 3 confirms that that these eleven LHCs operate arm's length from the Service Manager, and are not directly integrated into municipal structures. Further, five of the LHCs have not been amalgamated with any municipal non-profit (MNP) and are direct descendants of the former LHAs; with a small to medium portfolio size and operate within a 'separated' municipal Service Manager structure. Six of the surveyed LHCs were created by the amalgamation with various municipal non-profits. Indeed, one LHC is the amalgamation of a portion of a former LHA with a former municipal non-profit and three are amalgamations of a former LHA with one or more municipal non-profits. Most of the amalgamated LHCs are in single-tier municipalities and have a large portfolio size (4500 units and more).

Table 3: LHC Classification

LHC Classification	Local Housing Corporation	Total
Operating arm's length from SM/DSSAB not amalgamated	Elgin and St. Thomas Housing Corp	1
	Haldimand-Norfolk Housing Corp	1
	Kingston & Frontenac Housing Corp	1
	London & Middlesex Housing Corp	1
	Peterborough Housing Corp	1
	Sub-Total	5
Amalgamated with MNP but operating arm's length from SM/DSSAB	CityHousing Hamilton Corp	1
	Cornwall and Area Housing Corp	1
	Nipissing District Housing Corp	1
	Ottawa Community Housing Corp	1
	Toronto Community Housing Corp	1
	Windsor Essex Community Housing Corp	1
	Sub-Total	6

Source: LHC Survey 2012

4.2 Housing Programs

Table 4 shows which of the major housing programs are operated by the LHC. The amalgamation of some of the LHCs with the municipal non-profits means that Section 95 projects would be included in the makeup of the LHCs portfolio. The rent supplement program is provided in majority of the LHCs with a smaller number of LHCs reporting units under the Canada-Ontario Affordable Housing Program. Only one LHC has the Urban Aboriginal Program in its portfolio

Table 4: Housing Programs by LHC

Local Housing Corporations	Housing Programs				
	Public Housing	Affordable Housing	Rent Supplement	Urban Aboriginal	Section 95
City Housing Hamilton	√	√	√		√
Cornwall and Area Housing Corporation	√	√	√		√
Elgin and St. Thomas Housing Corporation	√		√		
Haldimand Norfolk Housing Corporation	√		√		
Kingston & Frontenac Housing Corporation	√	√	√		
London & Middlesex Housing Corporation	√		√		
Nipissing District Housing Corporation	√	√	√		√
Ottawa Community Housing Corporation	√		√		√
Peterborough Housing Corporation	√	√	√	√*	√
Toronto Community Housing Corporation	√	√	√		√
Windsor Essex Community Housing Corporation	√		√		√
Total	11	6	11	1	7

* *Subject to the Housing Services Act*
Source: LHC Survey 2012

4.3 Physical Stock of the LHC Portfolio

Table 5 demonstrates the diversity of housing stock among the surveyed LHCs. There are a total of 94,090 units that comprise the housing stock for all of the eleven LHCs participating in the survey. The average size of the LHCs is 8,562 units, and the median is 1,310.

Almost 90% of units in the 11 LHCs are rent geared-to-income, while market units are just under 10%. Most market rent units result from the merger of the former LHA with the MNP. Only 6.6% of the portfolio consists of households that receive a rent supplement. Units from the Affordable Housing Program represent only 0.6% of the stock, although in Peterborough it is 20%.

The *Housing Services Act* is silent about any requirement for LHCs to maintain 100% RGI levels as was the case in the old public housing program. However, Schedule 5 of Ontario Regulation 367/11, specifies that for the former public housing stock, "The Service Manager shall ensure that as many units as possible in each housing project are rent-geared-to-income units." The term "as many units as possible" is not defined further, suggesting service manager discretion over its definition in an Operating Agreement with the LHC.

Only Toronto Community Housing Corporation (TCHC) and London Middlesex Housing Corporation (LMHC) contract out the management of any units. TCHC contracts out 16% of its units, and LMHC 13%. No LHC provides contract management services to other providers (one LHC manages a small number of shelter/transitional units for another agency).

Table 5: Portfolio Characteristics- LHC Units

Local Housing Corporations	Total # of units in portfolio	Units by Program Category				Direct/Private Management	
		Of the total units the % that are Rent-geared to income units	Of the total units the % that are Market rent units	Of the total units the % that are receiving a Rent Supplement	Of the total units the % that are Affordable Housing units	% of units that are directly managed	% of units that are privately managed
	n	%	%	%	%	%	%
CityHousing Hamilton Corporation	7,034	86.5	13.5	3.3	0.6	100.0	0.0
Cornwall and Area Housing Corporation	1,587	96.5	0.0	22.4	3.5	100.0	0.0
Elgin and St. Thomas Housing Corporation	530	98.1	1.1	3.6	n/a	100.0	0.0
Haldimand Norfolk Housing Corporation	391	100.0	0.0	1.0	n/a	100.0	0.0
Kingston & Frontenac Housing Corporation	1,016	95.2	0.0	49.2	4.8	100.0	0.0
London & Middlesex Housing Corporation	3,772	100.0	0.0	12.7	0.3	87.0	13.0
Nipissing District Housing Corporation	853	86.4	13.6	0.0	0.0	100.0	0.0
Ottawa Community Housing Corporation	14,829	80.8	10.8	5.5	n/a	100.0	0.0
Peterborough Housing Corporation	1,044	79.1	0.0	23.9	20.9	100.0	0.0
Toronto Community Housing Corporation	58,326	91.3	8.7	5.6	0.3	84.0	16.0
Windsor Essex Community Housing Corporation	4,708	82.3	17.7	5.4	n/a	100.0	0.0
Total	94,090	88.8	9.1	6.6	0.6	89.0	10.5

Source: LHC Survey 2012

The unit total breakdown (RGI, MK, RS, and AHP) don't always add up to the total number of units in the portfolio because in some instances the units numbers reported are different slices of the same pie.

Table 6 shows the great diversity of housing stock within each portfolio. Although Toronto has 26% of its units in bachelors or rooms, most LHCs have less than 5% of their stock in this form. One-bedroom units are the most frequent unit type – with the exception of Toronto, at 32%, LHCs have from almost 40% to 70% of their stock as one bedroom units.

Similarly, the range in proportion of two-bedroom units in each LHC portfolio is large, from 3.6% in Haldimand Norfolk to 22.9% in Toronto. For three-bedroom units, the range is from 15.6% in Toronto to 31.5% in Nipissing. Larger units (four or more bedrooms) are relatively scarce, just 3.9% of the total.

The ability of the stock to meet waiting list needs would require analysis of the housing requirements of those on the waiting list. Although beyond the scope of this survey, LHCs may wish to undertake additional research to assess how well the existing stock matches the needs of incoming tenants.

Table 6: LHC Units by Bedroom Type

Local Housing Corporations	Unit- Bedroom (B) Type					
	Total	**Bachelors & Rooms**	**1 Bedroom**	**2 Bedroom**	**3 Bedroom**	**> 3 Bedroom**
	n	**%**	**%**	**%**	**%**	**%**
CityHousing Hamilton Corporation	7,034	14.6	44.9	13.2	22.2	5.2
Cornwall and Area Housing Corporation	1,587	0.0	61.7	20.7	13.9	3.7
Elgin and St. Thomas Housing Corporation	530	4.2	60.4	6.2	24.9	4.3
Haldimand Norfolk Housing Corporation	391	4.9	69.8	3.6	17.6	4.1
Kingston & Frontenac Housing Corporation	1,016	2.0	39.7	19.9	28.1	10.4
London & Middlesex Housing Corporation *	3,252	7.7	65.6	5.1	17.2	4.4
Nipissing District Housing Corporation	853	0.0	43.1	19.6	31.5	5.7
Ottawa Community Housing Corporation *	14,646	5.2	46.3	18.9	23.8	5.8
Peterborough Housing Corporation	1,044	3.0	55.4	13.4	20.7	7.6
Toronto Community Housing Corporation	58,326	26.0	32.0	22.9	15.6	3.5
Windsor Essex Community Housing Corporation	4,708	6.9	47.3	14.7	28.2	2.9
Total	93,387	18.9	38.4	20.1	18.5	4.1
Note: * Unit breakdowns were only provided for a portion of the portfolio. The breakdown is shown as provided						
Source: LHC Survey 2012						

Table 7 highlights the LHCs that have units in their portfolio with a special mandate or requirements (senior, special need or supportive housing). About 25% of the total housing stock is designated senior units. Three LHCs (Windsor Essex, Cornwall and Area, and CityHousing Hamilton) have more than 40% of their portfolio comprised of senior units.

There are a smaller number of units specific to special need and supportive housing. While nine of the LHCs reported that special need units are part of its portfolio, only six were able to report on the number of these units. In fact, only three of the nine LHCs noted that they track and monitor the number of household placement and turnover of special need units. Special need units for four of the LHCs are provided through agreements and partnership with agencies, another three LHCs have a combined arrangement with an external agency and are provided directly by the housing provider.

Table 7: LHC by Special Requirement Units

Local Housing Corporations	Unit- Bedroom (B) Type			
	Total	Senior	Special Need	Supportive Housing
	n	n	n	n
CityHousing Hamilton Corporation	7,034	3,180	260	130
Cornwall and Area Housing Corporation	1,587	741	22	14
Elgin and St. Thomas Housing Corporation	530	18	3	11
Haldimand Norfolk Housing Corporation	391	0	0	0
Kingston & Frontenac Housing Corporation	1,016	49	0	0
London & Middlesex Housing Corporation	3,772	n/r	93	0
Nipissing District Housing Corporation	853	174	7	0
Ottawa Community Housing Corporation	14,829	3,411	363	0
Peterborough Housing Corporation	1,044	405	Don't know	Don't know
Toronto Community Housing Corporation	58,326	13,114	Don't know	Don't know
Windsor Essex Community Housing Corporation	4,708	2,577	Don't know	Don't know
Total	94,090	23,669	748	155
Source: LHC Survey 2012				

Table 7 Notes:
Supportive Housing: Non-profit housing for people who need support to live independently e.g., the frail elderly, people with mental health problems, addictions or developmental disabilities.
Special Needs Unit: A unit that is occupied by or is made available for occupancy by a household having one or more individuals who require accessibility modifications or provincially-funded support services in order to live independently in the community

Three LHCs operate supportive housing, while eight others state that support services are available to tenants but were unable to provide numbers. Six LHCs reported that they have an arrangement whereby another agency provides support services. Occasionally, this is through a head lease and the provision of on-site full-time support. In other cases, agencies provide a range of supports, including visiting, meal preparation, nursing and medication monitoring, personal care and living supports, mental-health support, assistance to the frail elderly and other measures designed to help tenants maintain their occupancy.

The resident population housed by the LHCs signify there is an increasing need for future support services. Several of the LHCs are not equipped to provide services internally, have no explicit mandate from their Shareholder or lack a formal framework that connects with the community agencies. One larger LHC anticipates that, in the future, increased support services may be provided directly by the LHC and/or through community partners, in particular around aging in place, clutter coaching (i.e., hoarding), pest control preparation, mental health and addictions. The LHC intends to pilot increased on site full-time support in buildings with higher needs prior to its adoption.

4.4 Age Profile of the Stock

As Ontario was an early adopter of the federal public housing programs, its stock is some of the oldest in Canada. Most of the public housing stock in Ontario was built prior to 1970s, over 40 years ago. The earliest was built in the late 1940s and '50s to house returning war veterans and their families. Table 8 shows that the oldest stock, on average, is 55 years with Toronto Community Housing Corporation. The youngest stock is with Peterborough Housing Corporation which has added newly built AHP to its portfolio.

As public housing enters into "late middle age", the need to replace building systems, maintain and/or upgrade the building envelope, improve energy performance and provide decent housing confronts limited resources.

Table 8: Average Age of the LHC Housing Stock

Average Age of the Housing Stock	
Local Housing Corporation	**Average Age**
CityHousing Hamilton	30
Cornwall and Area Housing Corporation	32
Elgin and St. Thomas Housing Corporation	32
Haldimand Norfolk Housing Corporation	40
Kingston & Frontenac Housing Corporation	38
London & Middlesex Housing Corporation	40
Nipissing District Housing Corporation	36
Ottawa Community Housing Corporation	38
Peterborough Housing Corporation	25*
Toronto Community Housing Corporation	55
Windsor Essex Community Housing Corporation	40
Source: LHC Survey 2012	
*Peterborough Housing Corporation has new buildings developed under the Affordable Housing Program which are reflected in the average age of its portfolio	

4.5 Profile of the Residents- Local Housing Corporations

As only a small number of LHCs were able to report on socio-demographic characteristics of residents, the survey data has limited ability to compare and contrast the types of residents housed by the LHCs. Basic demographic data requested included the number of households, residents, household size (single, 2 persons, 2+ persons), age, and the number of residents with a physical and or/mental disability.

Table 9 shows that about 40% of residents in the three LHCs reporting are 24 years or younger. In fact, children (0-15 years) make up more than 20% of the total resident population, with Cornwall reporting that 37% of residents are less than 15 years of age. The senior composition ranges from 12% in Ottawa

Community Housing, 24% in Toronto Community Housing and remarkably 44.7% in Cornwall and Area Housing. About 40% of the residents from the LHCs in Ottawa and Toronto are in the working age group, roughly double than for Cornwall.

Table 9: Age of LHC Residents

Local Housing Corporation	Under 15 years of age		16-24 years of age		Seniors	
	n	%	n	%	n	%
Cornwall and Area Housing	666	36.6	336	18.4	813	44.7
Ottawa Community Housing	7,191	22.6	6,181	19.4	3,825	12.0
Toronto Community Housing	37,720	23.0	26,240	16.0	39,360	24.0
Source: LHC Survey 2012						

Some comparisons with Table 10, housing type, suggest a balance of supply and demand for single persons. The 40, 322 singles in Table 10 are matched by the supply of just over 42,000 units in one-bedrooms, bachelors and rooms in the same three LHCs. Interestingly, the 20,267 households with 3 or more persons are served by somewhat over 32,000 2-bedroom or larger units. The answer to how many LHC households are over-crowded or over-housed can be answered only if housing unit and household information data are linked at the individual level.

Table 10: LHC- Types of Households

Local Housing Corporation	Households						
	Total	Single		2 Persons		2+ Persons	
	n	**n**	**%**	**n**	**%**	**n**	**%**
Cornwall and Area Housing Corporation	1,587	993	62.6	253	15.9	341	21.5
Ottawa Community Housing Corporation	14,417	7,154	49.6	2,547	17.7	4,716	32.7
Toronto Community Housing Corporation	58,500	32,175	55.0	11,115	19.0	15,210	26.0
Total	74,504	40,322	54.1	13,915	18.7	20,267	27.2
Source: LHC Survey 2012							

One of the methods to develop a profile of residents is through Tenant/Resident Satisfaction or Quality of Life surveys. Three LHCs - Toronto Community Housing, Peterborough Housing, and Kingston and Frontenac Housing - conduct tenant satisfaction surveys. Nine of the eleven LHCs conduct various informal tenant surveys which gauge residents' feedback in the following areas: customer satisfaction, effective communications, tenant engagement, smoking, youth summer initiatives, and resident move-in and exit surveys.

Understanding the diverse socio-economic attributes of its residents and engaging with residents about the delivery of an LHC's services is critical to the provision of decent housing. As the social housing sector declines in proportion to private rental dwellings, the pressure will increase to concentrate social housing on the poorest and most desperate. Resident satisfaction surveys can inform an LHC's key business priorities and provide business intelligence in relation to future projections of its portfolio, align housing policy and management issues associated with its resident structure, identify the issues associated with its resident composition and accordingly develop appropriate organizational strategic initiatives and programs.

LHCs are challenged to think collectively about data improvements in this area. While informal demographic data has been collected, only three of the LHCs indicated IT system capacity to generate customized tenant demographic reports. Achieving the granularity of data required allows the linkage of tenant household data to physical housing characteristics. Administrative and IT systems need to catch up to the level of management demands.

4.6 LHC Supply of Units vs. Wait List Demand

Table 11 shows the number of social housing units in the SM area, the percentage that are LHC units, the number of households on the waiting list and the proportion of the waiting list to the number of housing units. For the eight LHCs that provided waiting list data there are approximately 89,602 active households (as of July 2012) waiting for social housing units. The ratio of applicants to housing stock ranges from a low of 38% in Windsor to a high of 123% in Toronto.[4]

A word of caution about relying too heavily on this data: waiting list data is compiled differently in different regions of the Province. In some cases, it is restricted to the LHC, in others to the wider Service Manager. Some applicants may be counted twice if they report a preference for different-sized units, e.g. bachelors and one-bedrooms. The take away is that creating a picture of supply and demand of social housing requires greater in-depth investigational techniques and analysis than is available through this survey.

[4] Admittedly, this ratio is a crude metric. A more sophisticated measure would include the rate of unit turnover in order to estimate expected time on the wait list.

Table 11: LHC Supply of Units vs. Wait List Demand

Local Housing Corporation	# of Social Housing Units in SM Area as of 2010	Total Units in LHC portfolio	% of Social Housing Units in SM area that are LHC units	Number of Households on Wait List	Waiting List as % of RGI Units
CityHousing Hamilton	12,949	7,034	54.3	n/a	
Cornwall & Area Housing Corporation	1,966	1,587	80.7	721	45.4
Elgin & St. Thomas Housing Corporation	1,541	530	34.4	313	59.1
Haldimand Norfolk Housing Corporation	835	391	46.8	235	60.1
Kingston & Frontenac Housing Corporation *	2,205	1,106	50.2	1,148	103.8
London & Middlesex Housing Corporation *	7,360	3,772	51.3	3,237	85.8
Nipissing District Housing Corporation	2,156	853	39.6	n/a	
Ottawa Community Housing Corporation *	19,822	14,829	74.8	9,921	66.9
Peterborough Housing Corporation	2,045	1,044	51.1	n/a	
Toronto Community Housing Corporation *	85,804	58,500	68.2	72,198	123.4
Windsor Essex Community Housing Corporation	7,777	4,708	60.5	1,829	38.8
Total	144,460	94,354	65.3	89,602	95.0
*Wait List figures could only be provided for the SM area and not specific to the housing provider.					
Source: LHC request (July 2012)					

4.7 Human Resource Profile

The LHC survey helps in providing a better understanding of the organizational structures, staffing resources, and human resources issues of LHCs; particularly, the succession management and knowledge transfer that will occur due to the retirement of a large number of baby boomers.

a) Senior Management

Table 12 reports that the number of senior management staff at the LHCs range from 3 to 15. Most LHCs reported each having 5 or fewer senior management staff at their organization. On average, senior management comprise 3.8% of the 1,881 staff employed in the 11 surveyed LHCs. While it may seem that smaller LHCs have more senior management in proportion to their size, this is simply a reflection of the fact that all organizations require senior management and data can be skewed due to this factor. As only 3 LHCs supplied the requested organizational charts, no standardized comparison was possible.

Table 12: LHC- Senior Management Staff

Local Housing Corporation	Senior Management			
	Units	Senior Management staff	Total employees	% of Senior Management of total employees
	n	n	n	%
CityHousing Hamilton Corporation	7,034	5	122	4.1
Cornwall and Area Housing Corporation	1,587	3	32	9.4
Elgin and St. Thomas Housing Corporation	530	3	19	15.8
Haldimand-Norfolk Housing Corporation	391	5	11.6	43.1
Kingston & Frontenac Housing Corporation	1,016	5	16	31.3
London & Middlesex Housing Corporation	3,772	5	56	8.9
Nipissing District Housing Corporation	853	4	33	12.1
Ottawa Community Housing Corporation	14,829	13	327	4.0
Peterborough Housing Corporation	1,044	8	31	25.8
Toronto Community Housing Corporation	58,326	15	1157	1.3
Windsor Essex Community Housing Corporation	4,708	5	76	6.6
Total	94,090	71	1,881	3.8
Source: LHC Survey 2012				

LHCs report a cohort of senior management staff with strong knowledge, skills and a long working experience within social housing in Ontario. Among the nine LHCs reporting, the average length of time that senior management worked for the LHC was 12 years. The lowest average was 6 years, reported by 3 LHCs, while the longest was 18.

Some LHCs anticipate high levels of retirement over the next 5 years. One expects its entire senior managers to retire by 2017, while another has 60% retiring. Four others will lose about 20% of its senior staff to retirement in this time period, while four expect no retirements or could not predict.

Organizations need to prepare for retirements just as much as the individuals do. Succession plans can be as rigorous as identifying potential candidates, creating suitable placements and mentoring to ensure full knowledge transfer. Three LHCs have succession plans, including two of the four LHCs facing retirement of senior management, plus one other. Nine LHCs have yet to develop succession plans.

Changing labour markets and demographics may restrict the number of persons interested in social housing, especially those with skills required to fulfill senior responsibilities. Proactive organizations prepare a succession plan to prepare for the ultimate shifts in staffing at senior levels.

b) Employee Statistics

Table 13 provides a summary of general employee statistics including number of units per staff, full time, part time, contract/exempt and bargaining and non-bargaining unit staff.

Table 13: LHC- Employee Statistics

Local Housing Corporation	Total Units	Total staff	Housing Units per staff	Full-time staff	Part-time staff	Contract/ Exempt Staff	Bargain-ing unit staff	Non-Bargaining unit staff
	n	n	n	%	%	%	%	%
CityHousing Hamilton	7,034	122	57.7	91.0	9.0	0.0	82.8	17.2
Cornwall Housing	1,587	32	49.6	96.9	3.1	0.0	71.9	28.1
Elgin & St. Thomas	530	19	27.9	100.0	0.0	0.0	31.6	68.4
Haldimand-Norfolk	391	11.6	33.7	94.8	8.6	0.0	60.3	39.7
Kingston & Frontenac	1,016	16	63.5	100.0	0.0	0.0	81.3	18.8
London & Middlesex	3,772	56	67.4	100.0	n/a	n/a	n/a	n/a
Nipissing District	853	33	25.8	66.7	3.0	30.3	84.8	15.2
Ottawa Community	14,829	327	45.3	94.2	5.8	2.8	81.3	18.7
Peterborough Housing	1,044	31	33.7	90.3	9.7	12.9	61.3	38.7
Toronto Community	58,326	1157	50.4	88.2	3.7	8.1	74.0	26.0
Windsor Essex	4,708	76	61.9	100.0	0.0	0.0	73.7	26.3
Total	94,090	1881	50.0	90.3	4.2	6.2	73.1	26.9
Source: LHC Survey 2012								

The metric, number of housing units per staff, offers interesting evidence of the relationship between portfolio size and economies of scale. The three smallest LHCs, Elgin and St. Thomas, Haldimand-Norfolk and Nipissing, had the lowest number of units per staff, 27.9, 33.7, and 25.8 respectively. On the other hand, three of the four LHCs with the highest number of units per staff operate medium or large portfolios; CityHousing Hamilton (57.7); London and Middlesex (67.4); and Windsor Essex (61.9).

The three small to medium-sized LHCs showed some of the quirkiest results. Cornwall's 49.6 units per staff equals the survey average of 50; Kingston's 63.5 units per staff is one of the highest; while Peterborough's 33.7 is one of the lowest. Suffice to say that economies of scale are most evident among the smaller and larger LHCs, but that message gets murky in the middle.

At the time of the survey, all LHCs except one reported that all staff work directly for the LHC, not the Service Manager. The one exception, CityHousing Hamilton, has since been transferred from the Service Manager to the LHC.

Most of the staffing is full-time; the majority belongs to a collective bargaining union. Elgin and St. Thomas Corporation is the only LHC for which a majority of the staffing are non-bargaining employees. Three of the larger LHCs have part-time staff (paralegals, students etc.), and a smaller number of the LHCs reported contract/exempt employees.

c) Organizational Workforce/Employee Survey

Only one-third or 4 participating LHCs conduct staff/employee surveys at their organization, typically every three or five years. The types of workforce surveys conducted range from gauging staff knowledge of areas such as internal communications, staff engagement in the organization, workforce diversity, satisfaction with benefits and healthy workplace issues. The LHC surveys undertaken are primarily used to help inform and develop strategies related the work environment, health and productivity - for maintaining and improving workforce health, keeping employees at work and ensuring effective performance. There are opportunities for LHCs to think collectively about undertaking a census type of workforce survey to document longevity, skills etc. that can help inform and address internal succession planning, training and skill gaps, but also more broadly to promote sector opportunities that require staff with knowledge about the social housing sector.

d) Staff Training Plans

The majority of the LHCs (8 of 12) support staff training and have specific training plans with an annual budget with annual budget per staff member from $300 to $1000. Given that staff training can be very costly, these budgets may not be sufficient for staff training needs.

e) Staff Recruitment and Retention

Almost half of the surveyed LHCs use in-house and mentorship training to address staffing challenges. LHCs indicated difficulties in attracting and recruiting appropriate candidates, largely due to the limited pool of talent with knowledge and experience in the sector. More skilled professionals are needed, especially in the areas of property management, administration and financial management. Even if staffing resources have increased, staffing gaps remain an issue. Some comments reported by the LHC are noted below:

- "*Although our recruitment efforts are most successful, our biggest challenge is in hiring supervisor/management positions within the Operations Division and Executive level positions with social housing sector knowledge and experience.*"

- "*Our biggest challenge around retention is the large number of staff expected to retire within the next 5-10 years (resulting in potential of high turnover in the future). Additional recruitment and retention challenges relate to negative media and political attention as well as flux at the top of the organization. The stresses of the job, including dealing with such a diverse clientele- especially for front-line supervisors and managers- is producing burn-out.*"
- "*Difficulty in recruiting experienced social housing staff and diversity issues*"
- "*Sector knowledge is a huge factor in recruitment. Three senior management staff are due to retire in 1-5 years*."

In the short run, staff training on specific social housing content would broaden the knowledge base among the existing complement. Some LHCs may need to do more, for example, identify and recruit potential individuals with the leadership skills required in advance of actual vacancies.

4.8 Responsibility Matrix

Table 14 breaks out administrative and operational functions by type of oversight or responsibility matrix. For many functions, especially corporate administration and administrative oversight, LHCs use direct control. Administration of rent supplements tend to be shared, using both housing provider and service manager housing staff. The use of external sources is the most common in operations. While the majority of the property management function is internal to the LHCs, a substantial number use external human resources for unit repair and maintenance, preventive maintenance, and day-to-day cleaning responsibilities. Waiting list management is maintained internally by 8 LHCs on behalf of the Service Manager.

Table 14: Areas of Functional Responsibilities

Areas of Responsibility	Responsibility Matrix					
	Directly	Partially through SM	SM only	External	External & Internal	Not reported
	n	n	n	n	n	n
Corporate Administration						
Human Resources/Employee wages	11		1			
Information Technology and related systems	9					2
Financial functions	11					
Purchasing & Procurement	11					
Strategic Planning	11					
Performance measurement	7					4
Administrative oversight						
Staff supervision	11					
Income verification and rent calculation for RGI/MK tenants	11					
Administration of Rent Supplement						
Administers private landlord supplement agreements with private landlords	8	1		1		1
Administers non-profit rent supplement agreements with non-profit landlords	5		3			4
Operations						
Property Management	10				1	
Day to day cleaning responsibilities (unit & building)	4			4	3	
Day to day maintenance (unit & building)	1			1	9	
Preventive maintenance	3			1	7	
Unit repairs and maintenance	1			1	9	
Delivery of Coordinated Access systems						
Maintain central waiting list	8		3			
Source: LHC Survey 2012						

5. Governance

5.1 Corporate Status

The corporate structure of an LHC is subject to the *Housing Services Act and the Ontario Business Corporation* Act. The eleven LHCs are incorporated under the *Ontario Business Corporations Act,* which takes precedence over the HSA except on issues such as shares, amalgamation and dissolution. Under the SHRA a Service Manager could choose to dissolve their LHC and lose the powers previously held by the LHC; the 11 LHCs in this survey were not legally dissolved. The Service Managers/DSSABs are sole shareholder of their respective LHC. Interestingly, with one LHC there is two-tier shareholder structure divided by two counties - where one County acts as Service Manager and is the majority shareholder (60/100 shares) and the second county, which is a related municipality, is the minority shareholder (40/100 shares).

5.2 Mandate

Table 15 summarizes the type of vulnerable tenant populations LHCs were mandated to house. The *Housing Services Act, 2011* requires Service Managers to develop housing and homelessness plans. At the time of the survey no LHCs reported that their respective Service Manager had indicated any intention to alter its mandate.

Table 15: Types of Mandates Reported by the LHCs

LHC Mandates
100% RGI for adults and families
100% RGI for families, adults and seniors
Dedicated Senior Housing, Hard to House, Families, Youth, Physically Disabled, Assisted Living Units for Seniors
Dedicated Senior Housing, Hard to house, shelter accommodations, families, youth, physically disabled, homeless
Mixed Senior/family/single no children
No specific mandate for a certain population – “we house a very diverse range of tenants.”
RGI to any population
RGI housing and property management services
Seniors, Families and Individuals (16 and older)
*Two LHCs did not respond to the question
Source: LHC Survey 2012

5.3 Governing Agreements

The nature of LHCs’ arm’s-length relationship with the service manager can be governed by a variety of types of agreements, as seen in Table 16.

Table 16: Agreements that Govern the LHCs

Types of agreements governing LHCs	n
Operating Agreement	5
Shareholder Agreement	4
Shareholder Direction	5
Rent Supplement Agreement	9
Corporate by-laws	11
Waiting List Agreement	8
Property Management Services Agreement	1
Funding Agreement	2
Source: LHC Survey	

All of the LHCs have corporate-by-laws that govern them; five have an operating agreement with their municipality. LHCs either have a shareholder agreement (n=4) or shareholder direction (n=5) with their service manager. A shareholder direction is a kind of shareholder agreement used when there is only one shareholder. In most instances if a shareholder direction exists the LHC also has an operating agreement (n=4 of the 11 LHCs). Only two LHCs have a funding agreement and along with this is an operating agreement and a shareholder direction. Only one LHC (Peterborough Housing Corporation) cited a property management services agreement.

Service Managers may delegate particular functions to the LHC. For example 8 LHCs have a waiting list agreement to manage access to housing. Table 17 shows that LHCs are administering rent supplement programs (RS) for both private and non-profit landlords. CityHousing Hamilton is the only LHC that does not administer RS directly. However, since this survey LMHC has transferred responsibility for the RS program back to the SM.

Two anomalies are worth mentioning. A large LHC nestles its coordinated access and private sector rent supplement function with a wholly owned, but arms-length subsidiary. Ottawa Community Housing (OCH) undertakes RGI administration for some rent supplement subsidies paid by the SM, while the SM (Rent Supplement Office) does RGI administration for other tenants in OCH receiving rent supplement.

Table 17: Administration of the Rent Supplement (RS) Program

Local Housing Corporation	LHC Administration		SM Administration	
	Private Landlord RS	Non-Profit RS agreements	Non-Profit RS agreements	Private Landlord RS agreements
CityHousing Hamilton			√	√
Cornwall and Area Housing Corporation	√			
Elgin and St. Thomas Housing Corporation	√	√		
Haldimand Norfolk Housing Corporation	√			
Kingston & Frontenac Housing Corporation	√			
London & Middlesex Housing Corporation	√	√		
Nipissing District Housing Corporation	√	√		
Ottawa Community Housing Corporation		√	√	
Peterborough Housing Corporation	√	√		
Toronto Community Housing Corporation				√
Windsor Essex Community Housing Corporation	√	√		
Total	8	6	2	2
Source: LHC Survey 2012				

5.4 Board of Directors

The number of Board directors varies by size of the LHC. Small to medium-size LHCs tend to have 7-10 board directors, while the large LHCs have a board that usually consists of 10-13 directors.

The responsibility for the appointment of the Board of Directors rests primarily with the Service Manager and Council, however different processes are followed to appoint these individuals. Eight LHCs have appointments made directly by the Shareholder or Service Manager, which suggests an appointment process at the Service Manager or Council level. The other LHCs reported undertaking an internal process – where the existing Board of Directors recommends new members to the Shareholder for Council approval and appointment to the Board.

Nine LHCs indicated specific criteria for board composition in terms of number of members of council, service manager appointees, LHC residents, and community members/citizens. Table 18 shows the distribution of LHCs among three types of board composition. The most common is a board of directors comprised of elected officials and community/citizen members. The second most common is a board with community members along with service manager appointees. Seven LHCs allow LHC residents on the Board. Separated SMs were more likely to use a community member and service manager appointees than Single-Tier municipalities.

Table 18: Board of Directors Structure vs. Service Manager Structure

LHC Board of Directors Governance Structure	Service Manager Structure			
	Single Tier	**Separated**	**DSSAB**	Total
	n	**n**	**n**	**n**
A board of directors with community members with service manager appointees	0	3	0	3
A board of directors comprised of elected officials (in some cases a committee of Council)	1	0	0	1
A board of Directors with elected officials and community/citizen members	3	3	1	7
Total	4	6	1	11
Source: LHC Survey 2012				

Most LHCs have term limits[5] for board members, in some cases renewable. Most (7) LHCs have a 3 to 4 year term limit; two have a maximum term of nine years while one has a term limit of 3 years for citizen members and 1.5 years for elected councillors on the Board.

Organizational support for Board members varies widely. Only six LHCs have a Board governance/manual documenting governance policy, and seven have a budget for Board training (includes attending conferences). The budget for board training reported by two LHCs was in the range of $1,000 - $2,000. Others noted that the amount varies with some dollars being provided as required. There were no precise responses with regard to Board remuneration; some LHCs reported that a varied nominal fee is paid for attending meetings and a stipend is provided for attending conferences and functions.

A regulation made under the *HSA* (Ontario Regulation 367/11) requires the Board have a succession plan in place. However, five of the eleven LHCs lack succession plans. This may reflect some ambiguity about whether the HSA requires the Service Manager or the LHC to develop the plans. As a further complication, some LHC boards are appointed by municipal council, which impedes the ability of the LHC to meet the HSA requirement. At minimum, LHC Boards should provide some advice to the SM or municipal council on the need for a Board succession plan and recommend next steps.

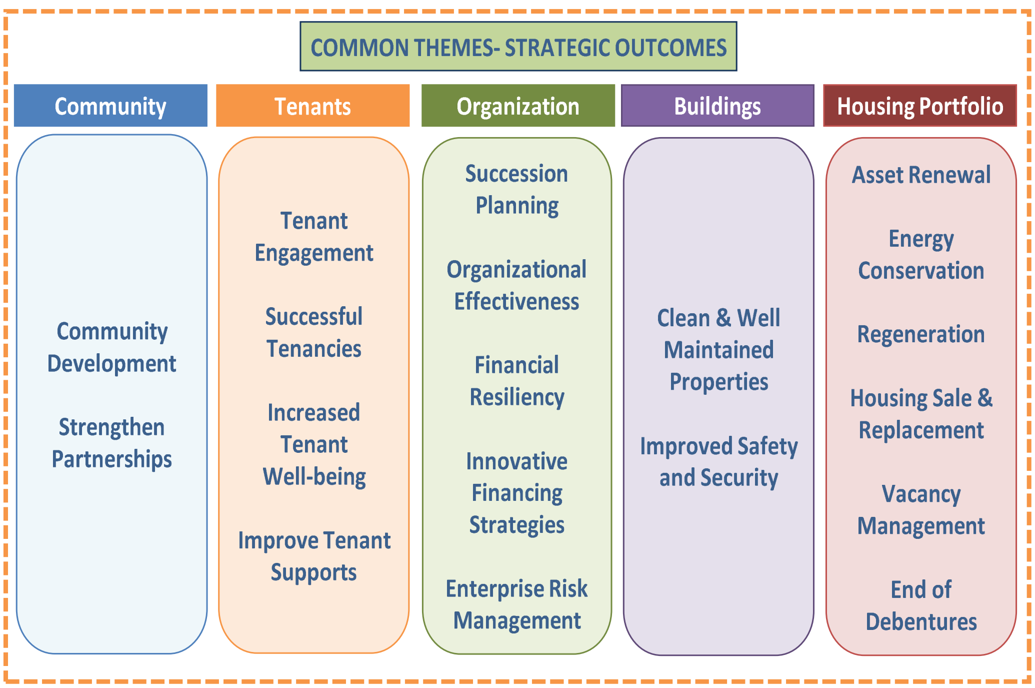
[5] Two LHCs did not provide a response to the question and one LHC reported varied and renewable.

5.5 Strategic Plans

Nine LHCs noted that a strategic plan is a reporting requirement, however only seven have a strategic plan in place while another three have plans in development. The LHC without a strategic plan is required to maintain status quo until their Service Manager decides on the direction they are taking vis-a-vis the *Housing Services Act*. A scan of the strategic plans contain information pertaining to the housing provider's vision and mission; anticipated results for the year in progress; accomplishments and milestones; key issues facing the LHC; key strategies to be implemented to resolve main issues facing the housing provider; aggregate budget estimates; financial targets and performance measures; service level targets and changes; environmental and energy efficiency targets; and major initiatives to be undertaken by the housing provider in the medium-and long-term. The strategic plans have time periods ranging from three to five years.

There are five common strategic outcome pillars that most of the plans address but with some variation in the initiatives under each pillar (Figure 2). The five recurring strategic outcomes pertain to the community, tenants, organizational effectiveness, building and maintenance, and the housing portfolio.

Figure 2: Five Common Strategic Pillars



5.6 Policies

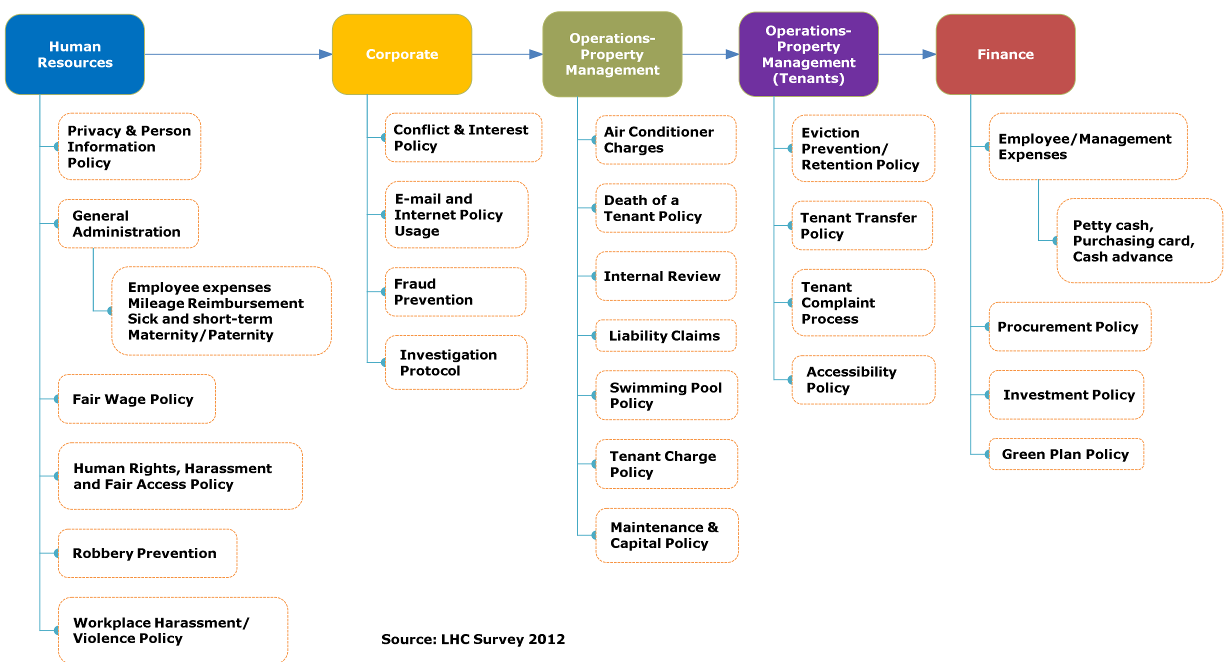
The autonomous nature of 'arm's length' Local Housing Corporations has led to varying guidelines or policies to assist them in decision-making with regard to tenant issues and the physical and financial management of the housing stock

Nine of the eleven LHCs have a policy manual, three of which indicated that the manual or key policies were either in draft, under a review process, or at the stage of requiring approval. One LHC indicated that they were still using Ontario Housing Corporation policy manuals at their organization.

The types of policies noted by the LHCs can be categorised into procedural (human resource related), corporate and operational (property management and tenants) and finance.

With some LHCs the policy process requires approval by the Service Manager, Board of Directors, or Executive members of the LHC. For example, in one LHC Board, policy that is Shareholder Directed or has significant associated risks must be approved by the Board of Directors. With one LHC the complete policy manual is submitted to the Service Manager for approval.

Figure 3: Types of LHC Policies



LHCs identified their top key policy challenges/issues facing their organization. The issues articulated are similar for most of the LHCs and are specific to buildings, operations, legislation, tenants and funding as noted below:

- ***Buildings:*** Challenges with an aging housing stock- buildings, capital repairs and destruction of units by tenants
- ***Operations:*** Requirement of a non-smoking policy (smoke-free buildings); continuous need to adapt policies to various client groups
- ***Legislation:*** Ensuring procedures are keeping up with policy changes and changing legislation
- ***Tenants:*** Dealing with vulnerable tenants; duty to accommodate; tenant behaviour and issues and not being able to have a 'do not house list'
- ***Funding:*** Lack of capital dollars; no stable funding formula that impacts operating budgets; financial and risk management

There is keen interest amongst the LHCs members to set up a resource base for sharing policy documents. In fact, the LHC members articulated the need to identify the types of policies that are implemented by the different LHCs.

5.7 Operations

While LHCs report to Service Managers on a variety of matters, they assume responsibility for decision making on issues relating to property management, maintenance, and operational responsibilities. LHCs are able to manage their properties internally, using their own hired staff, or externally, using contracted property management firms. Only Toronto Community Housing Corporation contracts out management of some of its units to external firms. However, this LHC still used internal staff resources for delivering approximately 84% of its property management vs. external firms for 16% of its units.

The majority of the LHCs manage their own properties, with two LHCs managing and providing property management services on behalf of another housing organization or not-for-profit housing organization in their relevant communities.

Almost half (5) of the LHCs have taken over management of units that formerly belonged to another housing provider that became a project in difficulty (PID). The number of projects were typically one or two, however the number of units ranged from 762 units to as low as 28 units.

Although responsibilities for the day-to-day management of the LHC portfolio rest with the LHCs there is some variation in the use of staff resources for specific property management needs (see Table 19). The eleven LHCs surveyed were more likely to use a combination of external contract firms and internal staff to perform day-to-day maintenance, preventive maintenance and completion of unit repairs. However, they were equally as likely to use internal, external or a combination of internal and external workforces to perform regular unit and building cleaning. A very small percentage of operational responsibilities are taken care of solely in house and the eleven LHCs seemed to prefer taking a combination approach to operation functions.

Table 19: LHC Operations Responsibilities

Operations functions	Responsibility					
	Internal Provision		External Provision		Both Internal & External Provision	
	n	%	n	%	n	%
Day-to-day cleaning	4	36.4	4	36.4	3	27.3
Day-to-day maintenance	1	9.1	1	9.1	9	81.8
Preventive maintenance	3	27.3	1	9.1	7	63.6
Unit Repair and maintenance	1	9.1	1	9.1	9	81.8
Source: LHC Survey 2012						

The challenges currently being faced by the housing providers in operating their portfolio were specific to six strands:

- **Financing & Funding:** adequate funding is not available for capital repairs, long-term and day-to-day maintenance, and housing redevelopment. This is further complicated by the aging housing stock, which requires more maintenance and frequent repairs.

- **Vacancy Management:** Vacancy loss, and costs related to unit conditions, were operational issues with rippling effects such as high vacancies, loss in revenue and high unit repair costs.

- **Physical Condition of Housing:** Aging housing stock is more costly and time consuming to repair and maintain. LHCs have noted financial complications associated with older housing units. They also noted that poorly cared for units are more costly during times of high turnover. One LHC noted problems with tenants damaging and destroying units, which are costly to repair. Also noted that the housing stock does not meet the community needs (bachelor units).

- **Tenant Needs & Concerns:** Many operational concerns expressed by the LHCs centered on tenant culture and needs. In addition to damaged units requiring repairs, the LHCs stated that tenant arrears are problematic. They also noted the desire to change the culture in social housing units by requiring tenants to actively participate in decision-making. A common challenge to social housing operation was the increasing complexity of tenants' needs and their social and mental health. The LHCs noted that current tenants require more assistance with living, addictions, and mental health concerns than in the past.

- **Staffing:** Issues with adequate staffing were reiterated by the LHCs as an operational challenge, as retirements create the need to hire new workers with limited knowledge of the social housing sector. The workforce is often not in supply. A general lack of funding to support staff training and development programs is especially problematic for LHCs with an aging workforce.

- **Operational Infrastructure:** LHCs reported the need for property management software to assist in conducting more thorough operational functions.

6. Financial and Operational Management

6.1 Revenues

The responsibility for the preparation of the LHC budgets lies with the housing provider and is reviewed by the Service Manager through various reports - Annual Budget, Annual Information Return, and Audited Financial statements. All eleven of the LHCs develop annual budgets to guide their yearly expenditures. Three have multi-year financial plans, three are developing long-term plans, and while four do not have current long-term financial plans in place. This section reports on the highlights from the 2011 budgets of the eleven LHCs surveyed.

Table 20 shows that tenant rents and government sources continue to be the two main revenue streams for LHCs. Most LHCs receive a similar amount from each source, ranging from 44% to 52% for rents, while government funds range from 45% to 51%. The two outliers, Kingston and Nipissing, are mirror opposites: Kingston gets 38% of revenues from tenants and 61% from government, while Nipissing gets 58% of its revenue from tenants and 31% from government.

Table 20: LHC Source of Revenue

Local Housing Corporation	Sources of Revenue		
	Tenants	Government	Other Sources
	%	%	%
CityHousing Hamilton	48.5	47.6	3.9
Cornwall & Area Housing Corporation	52.0	46.0	2.0
Elgin & St. Thomas Housing Corporation	48.0	50.0	2.0
Haldimand Norfolk Housing Corporation	48.1	47.4	4.4
Kingston & Frontenac Housing Corporation	38.0	61.0	1.0
London & Middlesex Housing Corporation	52.0	48.0	1.0
Nipissing District Housing Corporation	58.2	31.0	10.7
Ottawa Community Housing Corporation	47.1	50.8	2.1
Peterborough Housing Corporation	50.0	45.0	5.0
Toronto Community Housing Corporation	44.0	49.0	7.0
Windsor Essex Community Housing Corporation	48.0	50.5	1.5
Source: LHC Survey 2012			

Apart from the occasional one-time grant or special funding from another level of government, all the LHCs obtain their government funding from the municipality. In many cases, the municipality has received some of this funding from a senior government (usually the Government of Canada), but municipalities generally do not disclose to the LHC the breakdown of sources.

Revenue from 'other' sources ranges between 1% and 10%. Of this revenue for most of the LHCs a larger share comes from 'non-rental revenue' (Table 21). Some LHCs also generate commercial revenue. Five of the LHCs reported 'other' revenue. This type of revenue includes management fees (project & property); air conditioning, photovoltaic energy sold back to the grid, investments and interest, roof top rental for antennas, laundry machines, communication contracts - advertising, and cost recoveries and technical services revenue from non-profits under the management of the LHC.

Table 21: Types of 'Other' Sources of Revenue

Local Housing Corporation	Revenue from 'other' sources		
	Non-rental revenue	Commercial revenue	Other revenue
	%	%	%
CityHousing Hamilton	53.8	46.1	0.0
Cornwall & Area Housing Corporation	99.0	1.0	0.0
Elgin & St. Thomas Housing Corporation	0.0	0.0	100.0
Haldimand Norfolk Housing Corporation	100.0	0.0	0.0
Kingston & Frontenac Housing Corporation	25.0	75.0	0.0
London & Middlesex Housing Corporation	100.0	0.0	0.0
Nipissing District Housing Corporation	4.1	95.3	0.4
Ottawa Community Housing Corporation	76.0	0.0	24.0
Peterborough Housing Corporation	10.0	0.0	80.0
Toronto Community Housing Corporation	42.8	28.5	28.5
Windsor Essex Community Housing Corporation	100	0.0	0.0
Source: LHC Survey 2012			

Given that the two largest revenue streams from tenant and government sources face substantial constraints, LHCs may need to consider expanding to other revenue streams.

6.2 Budget

For all the surveyed LHCs the annual capital budget is $166.1 million while the annual operating budget is $682.2 million. Table 22 shows that across all eleven LHCs, the budget for operational expenses exceeds the capital budgets by a factor of 3 to 7 times.

There appears to be some correlation between size of the LHC and per unit capital budgets, at least for the largest. Three of the four LHCs with capital budgets greater than $1000 per unit also have the largest portfolios (larger than 4500 units) - Hamilton, Ottawa and Toronto. Haldimand Norfolk, the outlier, is a small LHC with a big capital budget. Of the five LHCs with the smallest per-unit capital budgets (under $800), one is small, two are small-medium, one is medium and one is large.

For operating budgets on a per-unit basis (excluding wages and salaries), the four largest LHCs have the highest costs (Hamilton, Ottawa, Toronto, Windsor). Two of the three small-medium sized LHCs (Kingston and Peterborough) have the lowest per-unit operating costs.

Table 22: LHC Budgets- Annual Capital and Operating

Local Housing Corporation	Portfolio Size Classification	Annual Capital Budget per housing unit ($)	Annual Operating Budget- per housing unit excluding wages & salaries ($)
CityHousing Hamilton Corporation	Large	1,123.1	8,137.2
Cornwall & Area Housing Corporation	Small-medium	655.1	6,017.4
Elgin & St. Thomas Housing Corporation	Small	660.4	5,419.4
Haldimand Norfolk Housing Corporation	Small	1,207.2	5,669.6
Kingston & Frontenac Housing Corporation	Small-medium	1,378.0	2,360.0
London & Middlesex Housing Corporation	Medium	583.2	3,632.0
Nipissing District Housing Corporation	Small	982.9	3,568.0
Ottawa Community Housing Corporation	Large	2,176.9	7,378.4
Peterborough Housing Corporation	Small-medium	756.7	2,751.2
Toronto Community Housing Corporation	Large	1,976.8	7,706.7
Windsor Essex Community Housing Corporation	Large	743.4	6,351.1
Source: LHC Survey 2012			

In addition, the survey asked LHCs to report on subsidy per-unit and the operating costs per unit. The response by LHCs was so varied as to make direct comparisons difficult, if not impossible:

- 4 LHCs did not report estimated subsidy or annual operating costs (Hamilton, London, Nipissing and Windsor-Essex)
- Only 3 LHCs reported per-unit subsidy and operating costs on a portfolio-wide basis: Kingston & Frontenac ($4,248, $6,840), Ottawa ($4,470, $9,577) and Toronto ($4,760, $11,320)
- Cornwall split the reporting of their costs between the MNP and public housing components; MNP (6,580, $9,435) versus public housing ($794, $6,060)
- Elgin & St. Thomas reported per-unit subsidy costs as $2,482, which included capital costs but excluded debentures, while operating costs of $5,668 also included capital costs.

- Haldimand Norfolk reported per-unit subsidies of $3,433 including some capital repairs and operating costs of $4,033 which excluded salary and wages.
- Peterborough could not report, as costs are consolidated among three corporations and include costs related to AHP, rent supplements and coordinated access centre.

While most LHCs are able to report something, what they report is geared to local requirements. Reporting on per-unit subsidy and operating costs is of clear importance for LHC management and SM accountability. The lack of a province-wide reporting template prevents meaningful comparisons among LHCs.

6.3 Operational Expenses

Table 23 shows that the distribution of operational expenses among utilities and taxes, housing operations, and other costs varies significantly between the LHCs. LHCs however reported on the percentage of operating expenses by category:

- Utilities varied between 22% of operating costs in Cornwall to 61% in Nipissing
- Housing operations varied between 8% in Cornwall and 54% in Ottawa
- Other costs had a range from 4% (Cornwall) to 47% (Peterborough)

These variations in operational expense may be due to inconsistencies in the condition of housing stock, as older buildings are often less efficient in terms of heating and cooling and their consumption of utilities tend to be higher. The percentage of budgeted expenses related to housing operations and other costs is significantly lower for smaller LHCs. As audited financial statements for 2011 expenditures were not available at the time of the survey, these figures must be considered only as estimates.

Table 23: Operational Expenses- Utilities and Taxes, Housing Operations and Other Costs

Local Housing Corporation	Utilities & Taxes	Housing Operations	Other Costs
	%	%	%
CityHousing Hamilton	35.0	16.0	17.0
Cornwall & Area Housing Corporation	22.0	8.0	4.0
Elgin & St. Thomas Housing Corporation	n/a	n/a	n/a
Haldimand Norfolk Housing Corporation	n/a	n/a	n/a
Kingston & Frontenac Housing Corporation	33.0	37.0	30.0
London & Middlesex Housing Corporation	49.0	24.0	27.0
Nipissing District Housing Corporation	61.0	16.0	23.0
Ottawa Community Housing Corporation	33.0	54.0	13.0
Peterborough Housing Corporation	36.0	17.0	47.0
Toronto Community Housing Corporation	33.0	18.0	6.0

Local Housing Corporation	Utilities & Taxes	Housing Operations	Other Costs
	%	%	%
Windsor Essex Community Housing Corporation	46.0	16.8	21.0
Utilities and taxes include utilities, waste pickup, property taxes; Housing operations include building operations and maintenance; Other costs include corporate services and administration			
Source: LHC Survey 2012			

Table 24 summarizes the responses by LHCs about the source for utilities, including gas, water and electricity. In all but one case, gas is purchased from Housing Services Corporation's Bulk Gas Purchasing program. Water and electricity are purchased through local utility and electric companies, including four LHCs whose water and electricity contracts are administered by the Service Manager.

Table 24: Purchase of Utilities

Local Housing Corporation	Gas	Water	Electricity
CityHousing Hamilton	HSC	Horizon Utilities	Horizon Utilities
Cornwall & Area Housing Corporation	HSC	Hydro One	Cornwall Electric, Hydro One, Rideau St. Lawrence Electric
Elgin & St. Thomas Housing	HSC	No response	Just Energy
Haldimand Norfolk Housing	HSC	Municipal	Municipal
Kingston & Frontenac Housing	Utilities Kingston - included in transfer order from 2001		
London & Middlesex Housing	HSC	Hydro Electric Commission	Hydro Electric Commission
Nipissing District Housing	HSC	Municipality	Local distributors
Ottawa Community Housing Corporation	HSC	Hydro Ottawa; City of Ottawa	Hydro Ottawa; City of Ottawa
Peterborough Housing	HSC	Local utility	Local utility
Toronto Community Housing	HSC	City of Toronto	City of Toronto
Windsor Essex Community Housing	HSC	Local utility company	Local electric company
Utilities and taxes include utilities, waste pickup, property taxes Housing operations include building operations and maintenance Other costs include corporate services and administration			
Source: LHC Survey 2012			

6.4 Assets

All of the surveyed LHCs raised asset management as a critical concern. Many LHCs do not have access to the capital that is necessary to repair and maintain current units at a state of good repair, let alone develop new supply sufficient to meet increasing demands. Many LHC properties have reached the end of useful lifetimes and need regeneration. As well, changing demographics are less well served by projects designed for the needs of previous generations.

Despite these challenges, nine LHCs reported that they have acquired/developed new real property assets after the initial transfer of assets. Four LHCs have Council approved redevelopment/regeneration projects underway.

Ten of the eleven LHCs have conducted Building Condition Audits (BCAs)[6]; six have completed a Replacement Reserve Fund study (RRFs); and seven completed Energy Audits (EA). The four LHCs, with Replacement Reserve Fund (RRF) studies, project full depletion of their capital reserve funds in 2011, 2012, 2013 and 2020, respectively. One of the larger LHCs noted that it has $29 million in reserve - however some of its building's reserves have already been exhausted but revived with contributions. Stimulus funding from the provincial and federal levels in recent years has also helped curtail its reserve withdrawals.

While all of the LHCs have an annual capital plan (5, 10, and 25 years), one LHC reported that its Service Manager, responsible for BCAs, has not completed the assignment.

Table 25 presents the estimated capital repair (backlog)[7] requirement for each LHC. The size of the backlog provides a good indication of the resources required to maintain units in a state of good repair. The total backlog for the 11 LHCs was $1.3 billion for the 94,090 units, an average of $14,800 per unit.

Even excluding the two small LHCs who could only report current capital budgets, rather than backlog, variability among LHCs is substantial. On a per-unit basis, Haldimand-Norfolk has the highest capital repair need, over $55,000. Next is Hamilton, at just under $32,000, Nipissing, at $25,000 and Ottawa, just over $20,000. London and Kingston both report the lowest backlog, under $1,400 per unit.

[6] One LHC indicated that its SM started BCA's but has never completed them, which presents a challenge in developing capital plans.

[7] A backlog is defined as a cumulative volume of needed repairs, replacements, additions and upgrades beyond the normal annual accrual in any given year.

Table 25: Assets - Capital Repair Requirement

LHC	Estimated Capital Repair Requirement ($)	LHC Portfolio Size (number of units)	Capital repair per unit ($)
Elgin and St. Thomas Housing Corporation	350,000*	530	660.40
Kingston & Frontenac Housing Corporation	1,400,000	1,016	1,378.00
Peterborough Housing Corporation	7,127,835	1,044	6827.40
Cornwall & Area Housing Corporation	1,039,660*	1,587	654.50
London & Middlesex Housing Corporation	4,200,000	3,772	1,113.50
Windsor-Essex Community Housing Corporation	60,000,000	4,708	12,744.30
City Housing Hamilton	224,000,000	7,034	31,845.30
Ottawa Community Housing	300,000,000	14,829	20,230.60
Toronto Community Housing	751,000,000	58,326	12,875.90
Nipissing District Housing Corporation	21,620,926	853	25,346.90
Haldimand Norfolk Housing Corporation	21,702,212	391	55,504.40
* LHCF group suggested to use the capital budget for LHCs that did not report a repair requirement			
Source: LHC Survey 2012			

There are many reasons for this variability. While all LHCs have a preventive maintenance program in place, some employ more robust techniques to project capital requirements. Some are implementing plans to reduce the backlog as much as resources permit. Others lack the specialized knowledge required to undertake larger initiatives. Six LHCs manage their capital projects directly, while five bring in external expertise.

Smaller centres tend to have more family-oriented single and semi-detached houses which are more costly to repair. Older multi-family structures may need repair/replacement of costly building components, such as elevators, furnaces and underground parking. Southern Ontario experiences more “freeze-thaw” cycles, which stress the building envelope. While the 2009 Social Housing Renovation and Retrofit Program made a dent in the backlog, buildings continue to age and internal resources remain inadequate. In the absence of a standardized model and qualifiers to assess capital repair backlog, senior levels of government may find it easier to ignore the sector’s pleading for sustaining resources.

In August 2012, the provincial government announced a new municipal infrastructure strategy whereby small, rural and northern municipalities could have access to $60 million over three years. Of this sum, $250,000 per year is available for eligible Service Managers with fewer than 4,000 social housing units, to support asset management planning of its social housing stock. Table 26 identifies the LHCs that fall within the eligible SM areas. There are great opportunities to work with SMs to request funding for asset management activities to support the LHC portfolio.

Funding can be used for activities such as purchasing asset management software, asset management planning, conducting building condition audits or assessment, creating tools to identify long-term needs, educating or promoting strategic asset management, developing training packages to build capacity, creating strategic plans that bridge gaps between finance and operations departments, and consolidating capital and operating processes.

As shown in Table 26, all six LHCs eligible for the Social Housing Asset Management Initiative are participating in the program.

Table 26: LHCs within Eligible Service Manager Areas that Qualify for Applying to the Social Housing Asset Management Initiative

LHC	Service Manager	Participant in Social Housing Asset Management Initiative	BCA Audits conducted	Asset Planning IT System
CityHousing Hamilton	City of Hamilton	No	Yes	Yes
Cornwall & Area Housing Corporation	City of Cornwall	Yes	No	no response
Elgin & St. Thomas Housing Corporation	City of St. Thomas	Yes	Yes	Asset Planner
Haldimand Norfolk Housing Corporation	Haldimand-Norfolk	Yes	Yes	Considering Ameresco
Kingston & Frontenac Housing	City of Kingston	Yes	Yes	Yes
London & Middlesex Housing Corp	City of London	No	Yes	No
Nipissing District Housing Corporation	Nipissing DSSAB	Yes	Yes	Custom
Ottawa Community Housing Corporation	City of Ottawa	No	Yes	Access based/ Ameresco
Peterborough Housing Corporation	City of Peterborough	Yes	Yes	No response
Toronto Community Housing	City of Toronto	No	Yes	Building Information

LHC	Service Manager	Participant in Social Housing Asset Management Initiative	BCA Audits conducted	Asset Planning IT System
				Repository (BIR)
Windsor Essex Community Housing	City of Windsor	No	Yes	No response
Source: LHC Survey				

6.5 Capital Reserves

Prior to devolution, a key difference between the older public housing program and the more recent non-profit program was the use of capital reserves. Public housing, when a provincial program, had no capital reserves; rather a global provincial amount was allocated to local housing authorities on the basis of planned capital requirements. After devolution, the province distributes the federal contribution to the capital amount based on a ministry allocation model. MNP housing employs a capital reserve approach, similar to condominiums, where a set amount of the annual budget is allocated to a capital savings account. MMAH research at the time of devolution indicated that these reserves, especially for former federal non-profits, were inadequate to meet future requirements.

Five LHCs reported that they do not currently have capital reserves for repairs and upgrades to the public housing component of their portfolio. These included Cornwall, Elgin and St. Thomas, Haldimand Norfolk, London & Middlesex and Windsor Essex. In the absence of capital reserves, these LHCs may need to obtain new financing for needed capital work.

There seems to be growing awareness that some sort of capital reserve is a useful means of blunting the cost impact of capital repairs and modernization. The *HSA* provides explicit authority for the creation of capital reserves for public housing. In response, Kingston and Frontenac has created a capital reserve fund, while Toronto has created three, one each for its MNP projects, a general “State of Good Repair” and another linked to the Regent Park Redevelopment. In Peterborough, the municipality has created a reserve fund on behalf of the LHC and administers it as part of its other investments. Windsor Essex is also developing reserves for its units, particularly its seniors projects. Moreover, many municipalities have capital reserves for general municipal purposes, a potential source for the LHC.

The survey did not directly address the adequacy of these capital reserve funds to meet future requirements, but there is general recognition that capital reserves may be insufficient.

7. Information Technology Systems

When the former public housing stock was downloaded to municipalities, it arrived with no information technology (IT). The LHCs had to develop their own IT solutions in order to support their business operations. As shown by Table 27, the result is a variety of IT systems. Just over half (6) of the LHCs procure IT services. Most IT systems are primarily off the shelf, with YARDI used most frequently.

Property Management - all eleven LHCs have a property management IT system with most using YARDI (Voyager or Enterprise) while two of the largest LHCs are using Housing Management System (HMS). Two LHCs indicated using off the shelf property management systems but did not report on the type of systems used, one of which uses the IT systems provided by the Service Manager.

Accounting - eight use accounting systems, again YARDI dominates. One LHC indicated that they did not have IT accounting software.

Financial Planning - five LHCs use financial planning software such as ThE1, Budget Model Excel. Two LHCs had no financial planning systems infrastructure in place, while another three LHCs did not respond to the question.

Asset Planning- six LHCs have an asset planning system and Asset Planner, Building Information Repository, Access based/Ameresco were most commonly cited, three did not respond to the question and one had no asset planning software infrastructure. One LHC is considering purchasing Ameresco.

Human Resources- five LHCs reported a human resources management systems in place, namely People Soft- Service Manager, Sage application, WTES, and Manager Assistant.

Website- five of the surveyed LHCs **do not** have a website, although for one LHC some information about the housing corporation is made available through the SM’s website.

Table 27: Types of Information Technology Systems Used by LHCs

Local Housing Corporation	IT Systems					
	Property management	Accounting	Financial planning	Asset planning	Human Resources	Website
CityHousing Hamilton	Yes	Yes	Yes	Yes	People Soft	Yes
Cornwall and Area Housing Corporation	YARDI	YARDI	n/r	n/r	n/r	No
Elgin and St. Thomas Housing Corporation	YARDI	YARDI	No	Asset planner	No	No
Haldimand Norfolk Housing Corporation	YARDI	YARDI	n/r	Considering Ameresco	Manager Assistant	No
Kingston & Frontenac Housing Corporation	Off the shelf	Yes	Yes	Yes	n/r	Yes
London & Middlesex Housing Corporation	YARDI	No	No	No	n/r	Yes
Nipissing Housing Corporation	YARDI	YARDI	Excel	Custom	No	No
Ottawa Community Housing Corporation	HMS	SAGE-Accpac	Budget model excel	Access based/ Ameresco	SAGE-application	Yes
Peterborough Housing Corporation	YARDI	n/r	n/r	n/r	n/r	No
Toronto Community Housing Corporation	HMS	ThE1	ThE1	BIR	WTES	Yes
Windsor Essex Community Housing Corporation	YARDI	n/r	n/r	n/r	Yes	Yes

Source: LHC Survey 2012
n/r = no response provided
Off the shelf or Custom= LHC reported an IT system but did not provide the type of IT software

Nine of the eleven participating LHCs are reviewing and implementing changes to their IT systems. CityHousing Hamilton and Ottawa Community Housing are implementing a new integrated system from Northgate Solutions (UK based). Although Peterborough Housing has Project Management system in place for new builds/restorations or developments, there is a need for new property management system. Haldimand Norfolk Housing Corporation is working on a YARDI upgrade and implementation of a case management system (Sales Force) in the fall, in addition to acquiring Human Resource Management system (VANA Workforce). Nipissing Housing Corporation is in the midst of issuing a RFP for Property Management/Financial system. Kingston & Frontenac Housing is looking to upgrade its software for tracking tenant issues and maintenance orders. Toronto Community Housing is "developing and implementing an IT transformation strategy, which will position information management and technology as an enterprise asset that is used to enable the efficient, productive and innovative delivery of business service". London is also reviewing its IT requirements.

One of the biggest challenges stated by the senior managers of the LHCs is the lack of linkages among the different types of IT systems. The lack of a centralized database can create risk with decentralized data, incompatibility of data formats, data integrity and weak audit trails. Limited database integration can reduce administrative effectiveness and capacity to manage internal and external business performance and reporting.

8. Procurement

LHCs are keen to learn about procurement policies, infrastructure, and practices of the other LHC members to improve procurement practices and to minimize the cost of goods and services. The range of goods and services available under group purchasing arrangements could be expanded beyond current offerings. The sharing of best practices would assist those looking to improve their process. Smaller LHCs, in particular, have the most to gain from the increased buying power of collective purchasing.

8.1 Procurement Policies & Infrastructure

Table 28 shows that nearly all LHCs have developed procurement policies and infrastructure. The exception, Kingston & Frontenac, uses the internal procurement policies of its Service Manager. This suggests that a majority of the LHCs to some extent have independence from their respective Service Manager in setting procurement guidelines for their organization. With regards to procurement infrastructure (i.e, systems, staff capacity and training) there are notable differences (Table 28), especially related to procurement training. All of the surveyed participating LHCs have their own internal procurement system, with ten LHCs reporting having dedicated procurement/tendering staff at their organization. One LHC has internal staff that takes on the procurement and tendering responsibilities when required. Interestingly, only six of the LHCs indicated that their staff participate in training and/or professional development in procurement.

Table 28: LHC- Procurement Policies and Infrastructure

Procurement Policies and Infrastructure	n	%
LHCs with their own procurement policies	11	100
LHCs with their own procurement system	11	100
LHCs with dedicated procurement/tendering staff	10	90.9
LHCs with staff that participate in training or professional development in procurement	6	54.5
Source: LHC Survey 2012		

Table 29 lists the type of resources that LHCs would find helpful for their organizations' procurement practices. Specifications, vendor lists, and templates were the primary resources noted, followed by procurement policy resources.

Table 29: Types of Procurement Resources Required by LHCs

Procurement Policies and Infrastructure	n
Specifications	7
Vendor list	6
Templates	6
Policy	4
No resources required	3
Source: LHC Survey 2012	

8.2 Procured Services

Table 30 identifies the most common externally-procured services as snow removal, janitorial services, landscaping, maintenance, waste disposal and minor capital repairs. Services pertaining to security and information technology are procured by five of the LHCs. The larger LHCs have capacity to undertake some services in-house such as audit, legal and communication functions.

Table 30: Types of Services Procured Specific to each LHC

Procured Services	OCH	TCH	WECH	PHC	CAHC	KFHC	LMHC	CHH	ETHC	HNHC	NHC
Snow Removal	√	√	√	√	√	√	√	√	√	√	√
Janitorial Services	√	√	√	×	√	√	√	√	√	√	×
Landscaping Services	√	√	√	√	×	√	√	√	√	√	√
Maintenance Services	√	√	√	√	×	√	√	√	√	√	×
Waste Disposal	×	×	√	√	√	√	√	√	√	×	√
Minor Capital Repairs	×	√	×	√	√	√	√	√	×	√	√
Security Services	×	√	√	√	×	√	×	√	×	×	×
IT Services	√	×	×	√	√	√	×	×	√	√	×
Audit Services	√	×	×	√	×	√	×	×	√	×	×
Legal Services	√	×	×	√	×	√	×	√	×	×	×
Communication Services	×	×	×	√	×	√	×	×	√	×	×
Courier Services	×	×	×	√	×	×	×	√	×	×	×
Vehicle Leasing	×	×	×	√	×	×	×	×	×	×	×
Ottawa Community Housing (OCH), Toronto Community Housing (TCH), Windsor Essex Community Housing Corporation (WECHC), Peterborough Housing Corporation (PHC), Cornwall and Area Housing Corporation (CAHC), Kingston & Frontenac Housing Corporation (KFHC), London Middlesex Housing Corporation (LMHC), City Housing Hamilton (CHH), Elgin and St. Thomas Housing Corporation (ETHC), Haldimand Norfolk Housing Corporation (HNHC); Nipissing Housing Corporation (NHC)											
Source: LHC Survey 2012											

8.3 Consumable Items Purchased

Table 31 lists the range of consumable items purchased by the LHCs. The majority of the LHCs purchase similar consumable items: in particular, furniture (common area), maintenance supplies, computer hardware/software, office supplies, stationary, and equipment. Of the 9 LHCs, only six (66.7%) indicated that they participate in bulk purchasing programs. The group buy programs included were Housing Services Corporation, City Stores, Ontario Non-Profit Housing Association (buying group) and Middlesex Oxford Purchasing Group (Miscellaneous Supplies); one LHC is engaged in joint tendering with other providers.

Table 31: Types of Consumable Items Purchased by the LHCs

Consumable items purchased	n	%
Furniture (common area)	10	90.9
Maintenance Supplies (light bulbs, etc.)	11	100
Computer hardware/software	11	100
Office supplies & stationary	11	100
Cleaning Supplies (cleansers, mops, etc.)	8	72.7
Major appliances	9	81.8
Bathroom equipment (sinks, toilets, etc.)	9	81.8
Office equipment (photocopier etc.)	10	90.9
Kitchen cabinets	9	81.8
Workwear (maintenance, janitorial, etc.)	7	63.6
Safety equipment (boots, goggles, etc)	7	63.6
Communication equipment (mobiles, Blackberry)	9	81.8
Unit Turnover supplies (paint, etc.)	7	63.6

Source: LHC Survey 2012

There is an opportunity for interested LHCs to come together and participate in group buying of selected product. There are other types of procurement activities that HSC can promote or offer.

9. Performance Measures and Reporting

Prior to devolution, Ontario Housing Corporation had a management improvement program for its local housing authorities, which measured performance in order to compare similar local housing authorities and improve formal goal setting. With devolution, provincial oversight was replaced by a piecemeal approach whereby these management processes were downloaded to local authorities. This preliminary survey provides a partial view of the ways in which those local authorities have responded.

The majority of the LHCs have a formal or informal performance measurement process. Seven LHCs have in place strategic and operations-related performance measurements with six collecting performance data. Windsor Essex is the only LHC that benchmarks against other housing providers in Ontario.

Table 32 shows considerable variation in the types of key performance measurement data collected and reported. The most common business metrics relate to rent arrears, vacancy/unit turnover rates, budget and financial indicators, and maintenance (Figure 5). The time periods for performance reporting are non-standardized with three LHCs establishing a quarterly process, one LHC reporting semi-annually, and another LHC reporting on a trimester cycle.

Table 32: Types of Performance Measurement Data Collected and Reported by the LHCs

Types of performance measurement data collected and reported	**n**
Financial/budget	3
Rent Arrears	5
Vacancy rates/unit turnover rates	4
Responses to maintenance	2
Evictions	1
Wait list	2
Customer Service	1
Tenant Income	1
SPP Housed	1
Tenant chargebacks	1
Staff health and productivity	1
Utility	1
Safety	1
Landlord Tenant Board actions	1
Source: LHC Survey 2012	

Figure 5: Common Areas of Performance Measurement- LHCs

Key Areas of Performance Measurement Data Collected/Reported

- Rental arrears
- Financial/budget
- Vacancy rates/unit turnover rates
- Responses to maintenance

Most Common
Four LHCs collect and report as performance measurements

Performance measures in 'Other' areas

Safety	Tenant income
Utility	Staff health and productivity
Customer service	SPP housed
Landlord tenant board actions	Tenant charge backs
Wait List	Evictions

One LHC recommended that metrics be collected on costs-per-unit, vacancy rates, arrears, energy rates, staff complements and administration costs, and that these metrics be shared to permit easier comparisons.

HSC's Housing Provider Performance Indicator system provides an initial step for the LHCs to decide the indicators of significance to measure performance against other housing providers. Figure 6 is a list of the prospective measures.

Figure 6: HSC's Housing Provider Performance Indicators

Operations	Arrears	Revenue	Capital	Vacancy	Utility
Manageable Cost per Unit	Arrears (%)	Other Revenue per Unit	Total Capital Reserves per Unit	RGI Vacancy Revenue Loss Rate (%)	Gas Cost per Unit
Maintenance & administration cost per Unit	Bad Debt Rate (%)	Operating Surplus or Deficit per Unit	Annual Capital Contribution per Unit	Market Vacancy Revenue Loss Rate (%)	Electricity Cost per Unit
Insurance Cost per Unit				Total Vacancy Rate	Oil Cost per Unit
				Eviction Rate	Alternative Energy Source Cost per Unit
					Water Cost per Unit

9.1 Reporting Requirements

LHCs have extensive reporting requirements of both operational and financial activities, primarily to the Board of Directors. Four LHCs also report directly to their Council, while another five report to their Service Manager.

Table 33 shows the forms of reporting and the associated time frames. The majority of the LHCs have a similar core set of reporting requirements, however the time frames are more varied. Reporting on budget is done primarily annually but two report on this information quarterly; capital plans for five LHCs are reported annually but three submit this information quarterly. Elgin and St. Thomas is the only LHC that indicated 'service level standards' as a reporting requirement.

Table 33: Reporting Requirements of the LHCs

Types of Reporting	Types of Reporting & Time-frame				
	# of LHC's	Annual	Semi-Annual	Trimester	Quarterly
	n	n	n	n	n
Budgetary Requirements	11	8			3
Audited Financial Statements	11	11			
Annual Information Return	10	10			
Strategic Plan	9	8	1		
Capital Plans	10	6			4
Annual Review	7	6	1		
Operating Plans	6	5		1	
Service Level Standards	1	1			
Source: LHC Survey 2012					

10. Resident Related Initiatives and Programs

The HSA mandates LHCs to provide physical housing, but is silent about the need for community development or tenant support services. Nonetheless, LHCs enhance housing services to promote stronger communities. Most LHCs have identified resources to improve safety, human and social services, education, and job opportunities for residents.

Many of the initiatives are socially driven - community development activities to engage residents in their neighbourhood, participate in the decision-making process related to the communities they live in, and fostering tenant economic opportunities. While LHCs share many of the same responsibilities as private sector landlords, their task is intensified by the additional need for the social and physical development of their tenants.

Some of the common key tenant activities reported by the LHCs are clustered by theme and summarized below:

10.1 Community Gardens

There is a growing interest in community garden programs, intended to improve nutritional standards. Four LHCs have engaged residents in community gardening, with approximately 125 community gardens in existence. Toronto Community Housing has the largest number (n=100), followed by CityHousing Hamilton (n=20). One LHC has also entered into an agreement with a local community health centre to start community garden programs at a number of its sites.

10.2 Community Economic Development and Tenant Employment

Three LHCs have internal initiatives and programs that relate to economic development and tenant employment. LHC initiatives connect tenants to jobs and small business development. For some LHCs employment opportunities are built internally such as hiring tenants as security tenants, hiring of student tenants for summer employment, and ensuring that contractors hire and train tenants to undertake unit preparation (painting, carpentry etc.) activities. Two of the LHCs noted initiatives that foster social enterprise.

10.3 Training and Skill-Building Opportunities

Three LHCs provide literacy training, employment preparedness programs (training program to get adults to GEQ equivalency, job training, and resume writing) and computer skill training. Typically these initiatives are implemented through partnership agreements with external agencies.

Other types of tenant-geared activities include:

- Menu planning, meal preparation, Meals on Wheels
- Clothing program for tenants returning to work
- Book lending library
- Day camps for children
- Get Ready group for teens
- Homework Clubs
- Participatory Budgeting

Most information about community and social initiatives are anecdotal in nature. LHCs lack the resources and capacity to formally evaluate the success and outcomes of these programs.

11. Key Findings in Phase 1

Survey included two-thirds of LHC units: The Phase 1 Survey focused on eleven Local Housing Corporations belonging to the Local Housing Corporation Forum. With well over 90,000 units combined, they represent about two-thirds of the 134,000 units among the 47 Local Housing Corporations in the province.

Varied Nature of LHCs in Survey Sample: the participating LHCs come from all regions of the province; range in size from small to large; and operate in single-tier municipalities, separate tiers (e.g. city and county) and District Social Services Administration Boards, which deliver social programs in rural and remote regions.

Arms-length Relationship with Service Managers: All LHCs in the Phase 1 survey operate as semi-autonomous agencies, reporting to but not directly part of the Service Manager itself.

Differing Program Offerings: All have the former public housing stock in their portfolio; seven also integrated s.95 (municipal non-profit) housing; ten deliver rent supplements, and another six have Affordable Housing responsibilities. One, Peterborough, also delivers the Urban Aboriginal program.

Rent Geared-to-Income (RGI) Predominates: Almost 90% of housing stock is filled on a rent geared-to-income basis; under 10% is low end of market rent. Rent supplements are used very differently, comprising 49% in Kingston and zero in Nipissing.

Limited Demographic Data: Only 3 LHCs reported on age distribution of tenants and household size. This lack of available information raises questions about the ability of the LHC and its Service Managers to track changes in the use of its stock and to anticipate needed adaptations.

Incapacity to Assess Ability of Stock to Meet Current and Future Tenants: The number of units suitable for single persons is in rough correspondence with the number of single-person households in the 3 LHCs who were able to report. There are significantly fewer 3-person or more households than the number of 2-bedroom or larger units. Determining how many households are over-crowded or over-housed can be answered only if housing unit and household information data are linked at the individual level. Similarly, the capacity of the existing stock to meet housing needs on the wait list requires integrated databases, which, the evidence suggests, is lacking in most LHCs.

Stock has Reached Late Middle Age: Most public housing was built after WWII (to house returning veterans and their new families) through to the middle of 1970s. The larger LHCs have the oldest stock; the average age for Toronto was 55, London and Windsor, 40, Ottawa 38. Average age of the stock was lower in other LHCs, who either developed public housing later or have a larger proportion of more recent MNP and AHP.

Waiting Lists Vary Significantly: The size of the wait list as a percentage of LHC housing stock provides a crude measure of the backlog in housing needs. Toronto led the pack with a 123% count, followed by Kingston at 103%. The smallest was for Windsor-Essex (38.8%) and Cornwall (45.4%).

Staff Levels Show Economies of Scale: The three smallest LHCs showed the lowest numbers of housing units per staff, while three of the four with the highest ratio of units to staff were larger LHCs. The middle group did not show as clear a pattern. Economies of scale, in terms of staffing levels, work for the largest and against the smallest LHCs.

Succession Plans Needed for Looming Retirements: High rates of retirement are expected over next 5 years – 100% of senior management in one LHC, 60% in another, 20% in another four. Three LHCs have succession plans in place.

Staff Training Needs to Focus on Needed Knowledge: While most LHCs support staff training budgets, concerns remain about the ability to find staff with sector knowledge and experience, particularly at the senior management level.

External Resources Used Mostly for Property Operations: Corporate and administrative functions remain largely the preserve of internal LHC resources; cleaning and maintenance services most likely to use external. Waiting list and rent supplement administration are provided mostly by LHCs and by some Service Managers.

Need to Advise Service Managers about Board Succession Plans: HSA regulations require a Board Succession Plan but do not state whether the LHC or SM is responsible; the five LHCs who lack succession plans, need to advise SMs on requirements and recommend next steps.

Strategic Planning and Policy Manuals Well-Established: For most LHCs, strategic plans are a reporting requirement; 7 have strategic plans in place, while another 3 are under development. Most LHCs have policy and operational manuals; smaller LHCs would benefit from greater sharing to develop their own materials.

Revenues Remain Dependent on Tenants and Government: Most LHCs continue to depend on constrained tenant and government sources for in excess of 90% of revenues; revenue growth depends on other revenue streams.

Larger LHCs Have Larger Per-Unit Budgets for Capital and Operating: The three largest LHCs had the biggest per-unit budgets. Operating budgets outpace capital by up to nine times.

Capital Repair Needs Run from Shallow to Deep: Capital repair requirements on a per-unit basis vary widely, from $55,500 per unit for the smallest LHC to $12,900 for the largest. Four LHCs have taken advantage of new flexibility to create capital resources for their portfolio.

Information Technology (IT) Systems Lack Integration and Analytical Power: LHCs have developed IT on a piecemeal basis – while commercial software dominates, the limited ability to integrate property management, asset management, financial planning and tenant records reduces analytical power and administrative effectiveness.

Great Range of Common Purchases Suggests Bulk-buying Opportunities: Sector is well-served by bulk utility and insurance underwriting; however, co-operative procurement would reduce costs for other common purchases, such as maintenance and cleaning supplies, major appliances, office equipment, etc.

Localized Approaches to Performance Measures Limit Comparisons: OHC's central system, which permitted LHC comparisons, has been replaced by 47 local choices. Types of performance data collected now vary greatly. HSC's Housing Provider Performance Indicator system provides an initial step for the LHCs to decide the indicators of significance to measure performance against other housing providers.

LHC Reports Focus on Budgets, Capital and Audits: All or nearly all LHCs' report on budget requirements, financial audits, and capital plans. While strategic planning is becoming more prevalent, annual reviews, operating plans, and especially service levels are less well addressed.

Resident Initiatives Reflect Local Interests: Most LHCs enhance their housing services with additional community development and tenant supports. Examples include community gardens, tenant employment programs, and training and skill building. Most information about community and social initiatives are anecdotal in nature. LHCs lack the resources and capacity to formally evaluate the success and outcomes of these programs.

12. Conclusion

This report presents the results from Phase 1 which is specific to the 11 members of the LHC Forum – including arm's length LHCs and a quasi-arm's length. The second component of the LHC study, Phase 2, will include the remaining 35 LHCs under the administration of Service Managers across Ontario - both arm's length LHCs and those that were absorbed into the municipal structure as part of the existing housing department.

Both Phases will enhance the exchange of information on various issues of interest and key business elements - capital, revenue, efficiency, new business models, and mechanisms for transformation. By sharing this information, LHCs and Service Managers can work more collaboratively on the development, maintenance, administration and delivery of social housing in Ontario.

Appendix A: History of the Public Housing Program in Ontario

The first low-income housing in Canada was built by municipalities, such as Toronto and Halifax, without help from senior levels of government. It wasn't until 1949 that the *National Housing Act* (*NHA*) launched public housing as a joint federal/provincial partnership to acquire and develop land and to design, build and operate public housing projects. The federal/provincial partnership shared initial capital costs and operating losses on a 75 per cent/25 per cent basis respectively. From the 1950s through to the 1960s public housing was owned and operated by the Canada Mortgage and Housing Corporation (CMHC), a Federal agency.

As majority owner, CMHC had the responsibility for approving, planning and designing public housing projects, although the management and administration of the projects and the program's clients were in most cases taken on by the provinces. The Section 79 Federal/Provincial Program removed the municipalities from any significant role in the delivery of public housing; yet municipalities were often the most affected by the program both in terms of its benefits and problems.

Amendments of the *NHA* in 1964 led to the introduction of a new program— the Section 81/82 Regular Public Housing Program. These amendments also introduced the Section 82 Provincially-Financed Public Housing Program. Under Section 81, loans were offered by CMHC to municipalities and provinces/territories for up to 90 per cent of the capital costs of public housing projects. Section 82 authorized CMHC to absorb 50 per cent of operating losses associated with public housing projects for a period not exceeding 50 years.

Provincial interest and program take-up increased with the introduction of this new program as the initial capital cost of building projects was only 10 per cent (versus 25 per cent under the Section 79 program) and the provinces/territories retained ownership of the projects (unlike the Section 79 program). The dramatic increase in the use of these programs under the *NHA* provided a strong impetus to provinces and territories to establish housing agencies of their own.

In 1964, the Ontario Government formed the Ontario Housing Corporation (OHC) which took on the responsibility for the provision and management of public housing. OHC was established under the Ontario Housing Corporation Act and was funded through rental income and subsidies from the provincial and federal government.

OHC public housing projects were developed across Ontario to meet the needs of families and seniors unable to secure adequate housing in the private rental market. Local Housing Authorities (LHAs) acted on behalf of the OHC as local delivery agents for Public Housing. In many cases, this involved transferring ownership of municipally-initiated social housing projects to the Provincial level. OHC gave policy direction, managed the operating and capital budgets and funded Local Housing Authorities.

While municipalities initially contributed a small cost-share of operating costs and had representation on the Local Housing Authority Boards, the municipal role was otherwise quite limited.

In the late 1970s and early 1980s, however, there was a resurgence of interest and activity among municipalities in Ontario. Changes to the *NHA* provided legal and financial mechanisms by which municipalities (as well as other community-based not-for-profit organizations) could form non-profit housing corporations and build and operate social housing projects.

The projects differed from public housing operated by OHC in that these usually incorporated a mix of tenants paying rent-geared-to-income rents and those paying market rents, whereas OHC projects were 100 percent rent-geared-to-income. Federal and Provincial funding formulas enabled projects to be built and operated with no direct municipal contributions. Largely due to the success of these projects, OHC built the last public housing in 1978.

In the early 1990s, the Federal Government terminated funding for the development of any new social housing, leaving the Province of Ontario as one of the few provinces to unilaterally fund new social housing development. After the 1995 provincial election, provincial funding for the development of permanent social housing was ended, leaving Ontario without any senior government financial resources for the development of social housing.

Subsequently, in an announcement that surprised both the municipal and social housing sectors, the provincial government stated its intention to transfer responsibility for both administration and the ongoing funding of social housing to the municipal level. The responsibilities were assigned to 47 municipal service organizations called Consolidated Municipal Service Managers (in short, Service Managers or SMs).

Through the signing of the Federal-Provincial Social Housing Agreement on November 15, 1999, the federal government allowed the Province to devolve social housing to municipalities. The *Social Housing Reform Act,* 2000 (SHRA), transferred responsibility for social housing, including public housing, to municipal Service Managers and District Social Services Administration Boards (DSSABs) – which deliver community services in mainly rural and remote areas that lack an upper tier municipality such as a County or Region.

The SHRA required that all 47 SMs and DSSABs establish Local Housing Corporations (LHCs) to own and operate the social housing stock. In some cases, Service Managers expanded the LHC to include not just public housing but also the mixed-income Municipal Non-profit Housing agencies.

The result is that Ontario's social housing program, formerly operated under the "command and control" of a single provincial ministry, has been "municipalized" to 47 local authorities.

Appendix B: Survey Questionnaire

SURVEY OF LOCAL HOUSING CORPORATION's (FORMER ONTARIO PUBLIC HOUSING STOCK) ADMINISTERED BY SERVICE MANAGERS

Dear CEO,

Housing Services Corporation (HSC) is requesting your participation in a survey to all Local Housing Corporations- LHC. *An LHC refers to the corporation created under the former Social Housing Reform Act and controlled by the Service Manager (SM) who, as sole shareholder, has taken over the ownership and other responsibilities of what used to be owned and managed by Ontario Housing Corporation through Local Housing Authorities, (or "public housing").* At the time of devolution, some SM's set up former public housing entities as independent non-profits, some absorbed them into the municipal structure as part of the existing housing department, and others amalgamated the Local Housing Authority with their municipal non-profit corporations. The public housing stock transferred to Service Managers accounts for the largest portion of the social housing stock in Ontario.

SM's and independent LHC's have indicated a keen interest in better understanding the diverse operational and governance structures/models that have evolved with the former Ontario Housing Corporation assets including the forms of management entities responsible for the LHC's. As a result, HSC is undertaking this survey to assist in developing a comprehensive database of the public housing assets including current governance structures, human resource functions and operating and administration practices and policies.

Your participation in this initiative is important. The survey will generate information beneficial to housing providers, and identify best practices, policies and operational issues that can inform opportunities for improvement in the operations of the housing across Ontario. The information from the survey will be shared in aggregate with all participants.

Thanking you.

The survey should be completed by an employee who is knowledgeable about this Local Housing Corporation. A glossary and definition of key terms (i.e., special needs, supportive housing) is attached at the end of this survey. If you need to elaborate on the specifics of your responses, please use the table at the end of the survey. The survey is fillable using Microsoft Word. Completed survey's should be saved and submitted to Lisa Oliveira, e-mail address noted below.

SURVEY OF LOCAL HOUSING CORPORATION'S (FORMER ONTARIO PUBLIC HOUSING STOCK) ADMINISTERED BY SERVICE MANAGERS

Name of primary individual completing the survey: *(First & last name):*	**Position:**
Telephone #	**E-mail**:

The information above will be used to follow up with the individual for clarification of responses

LOCAL HOUSING CORPORATION (LHC)

Name of LHC:

Region	☐ Southern	(includes south and southwest, roughly from Oakville north to Georgian Bay and westward to the American border
	☐ GTA/Central	(areas within GTA boundary and central, extending roughly from Lake Ontario north to Georgian Bay/Huntsville)
	☐ Northern	(includes north and northwest, roughly north of Georgian Bay/Huntsville and westward to Manitoba border)
	☐ Eastern	(*include areas east of GTA/Central, roughly from Trenton north to Pembroke and eastward to Quebec border*)

Service Manager structure that this LHC falls under ☐	☐ Single tier	Single Tier Municipal Structure
	☐ Upper tier	Two Tier municipal structure where SM is upper tier
	☐ Separated	Separated structure (or similar) where 1 municipality is designated as SM for entire service area (i.e. City/County)
	☐ DSSAB	District Social Service Administration Boards
	☐ Other	Service Manager structure does not meet one of the above categories

	☐ Don't know

Which Municipal Services Office supports this LHC?

<table>
<tr><td rowspan="3">LHC classification</td><td>☐ Operating arm's length from SM/DSSAB,
<u>not</u> amalgamated</td><td>☐ Directly operated by SM/DSSAB,
<u>not</u> amalgamated</td></tr>
<tr><td>☐ Amalgamated with MNP but operates arm's length from SM/DSSAB</td><td>☐ Amalgamated with MNP and directly operated by SM/DSSAB</td></tr>
<tr><td colspan="2">☐ Other (specify)</td></tr>
</table>

<table>
<tr><td colspan="3">Which agreements/ documents <u>govern</u> this LHC?</td></tr>
<tr><td>☐ Operating Agreement</td><td>☐ Corporate by-laws</td><td>☐ Shareholder Direction</td></tr>
<tr><td>☐ Shareholder Agreement</td><td>☐ Waiting List Agreement</td><td>☐ Funding Agreement</td></tr>
<tr><td>☐ Rent Supplement Agreement</td><td colspan="2">☐ Property Management Services Agreement</td></tr>
<tr><td colspan="3">☐ Other (specify)</td></tr>
</table>

<table>
<tr><td colspan="4">CORPORATE STATUS</td></tr>
<tr><td>Is this LHC <u>incorporated</u> under the Ontario Business Corporations Act?</td><td>☐ Yes</td><td>☐ No</td><td>☐ Not applicable</td></tr>
<tr><td colspan="4">(if no, describe the corporate structure)</td></tr>
</table>

<table>
<tr><td>Did other housing entities merge in establishing this LHC?</td><td>☐ Yes (name the merged entities below)</td><td>☐ No</td></tr>
<tr><td colspan="3">Merged entities:</td></tr>
</table>

Did this LHC legally dissolve?	☐ Yes	☐ No	☐ Not applicable

<table>
<tr><td colspan="3">What programs are delivered by this LHC?</td></tr>
<tr><td>☐ Public Housing Program</td><td>☐ Affordable Housing Program</td><td>☐ Section 95 Municipal Non Profit</td></tr>
<tr><td>☐ Rent Supplement Program</td><td>☐ Urban Native Programs</td><td>☐ Unsure</td></tr>
</table>

☐ Other (specify)		
If this LHC delivers/or administers the Rent Supplement Program, how is it administered? ☐ LHC administers Private Landlord Supplement Agreements with private landlords ☐ LHC administers Non-Profit Rent Supplement agreements with Non-profit landlords ☐ Service Manager administers Private Landlord Supplement Agreements with private landlords ☐ Service Manager administers Non-Profit Rent Supplement agreements with Non-profit landlords ☐ Other (specify)		
In addition to core services, what <u>other</u> services are delivered by this LHC?		
☐ Property management	☐ Wait List Management	☐ Supportive Housing
☐ Emergency Shelter Services	☐ Social Worker or Case Management	
☐Other (specify)		
What are the <u>other types of services</u> that this LHC <u>anticipates will be needed in the future</u>?		
Describe this LHC's mandate *(e.g., dedicated senior housing, hard to house, shelter accommodations, families, youth, physically disabled, homeless etc.)*?		
Has the Service Manager agreed to change or alter this LHC's mandate? ☐ Yes(if so, explain below) ☐No		

Does this LHC have special needs units/ housing?	☐ Yes (is this provided… ☐ *directly by the LHC?* ☐ *in partnership with an agency?* ☐ *Both?*	☐ No

Does this LHC track/monitor the number of household	☐ Yes	☐ No	☐ Don't know

placements and turnover of special needs units?			

Are support services available to tenants?	☐ Yes *(if yes, respond to the questions below)*	☐ No *(go to the section- Board of Directors)*

Approximately how many units in this LHC receive support services?	**#**

Explain how the support services are provided (i.e., arrangement with an outside agency, head lease, on-site full-time support)
Describe the kinds of support services provided?
BOARD OF DIRECTORS

Does this LHC have a board of directors?	☐ Yes *(respond to the questions in this section)*	☐ No*(go to the Human Resources section)*

# of board of directors:
What is the current governance structure of the board of directors? Is it…
☐ A board of directors with community members with service manager appointees
☐ A board of directors comprised of elected officials (in some cases a committee of Council)
☐ Other (explain)
How is the board of directors appointed?

Are there criteria for board composition?	☐ Yes *(specify below)*	☐ No

(Criteria for board composition)

Is there a provision to allow tenants on the Board?	☐ Yes	☐ No
Do the appointments to the Board have term limits?	☐ Yes # (of years)	☐ No
Does this LHC have training and succession planning in place for the Board?	☐ Yes	☐ No

Is there a budget for Board training *(this can include attendances for conferences)*?	☐ Yes $ (per person annually)	☐ No
Is there a Board governance manual/documented governance policy?	☐ Yes	☐ No
HUMAN RESOURCES (*do not include subsidiaries)*		
Does this LHC have an organization chart?	☐ Yes *(attach chart when submitting the completed survey)*	☐ No
Senior Management Only		
# of Senior Management Staff: #		
What is the average number of years with this LHC?	# of years	☐ Don't Know
What is the average number of years working in the housing sector?	# of years	☐ Don't Know
# of Senior Management in leadership positions expected to retire in the next 5 years?	#	☐ Don't Know
Does this LHC have a management succession plan?	☐ Yes, *When was the plan developed*? (year)	☐ No
Employee Statistics		
Total # of Employees:	**# of Full time**:	**# of Part time**:
# of Contract/Exempt staff:	**# of Non-bargaining unit staff:**	**# of Bargaining unit staff**:
# of non-senior management staff <u>expected</u> to retire in the next 5 years: tive	☐ Don't know	
Who is responsible for paying the employee wages of this LHC?	☐ LHC ☐ Service Manager ☐ Both	☐ Other (specify)
How is this LHC's financial functions acquired?		
☐ LHC has own financial staff	☐ Purchased externally	☐ Through Service Manager

☐ Other (specify below)			
Does this LHC conduct a staff/employee survey (i.e., staff knowledge and feedback such as internal communications, benefits, working environment).	☐ Yes …*How often is the survey conducted?* # of (years)	☐ No	
Does this LHC have staff training plans?	☐ Yes …*What is the annual budget per employee?* $	☐ No	
Does this LHC have issues related to staff recruitment and retention (i.e., high turnover, lack of sector knowledge, retirement, brain drain)? ☐ Yes *(respond to the following question)* ☐ No *(go to the section- OPERATIONS)*			
Please explain the issues related to staff recruitment and retention.			
OPERATIONS			
What is the % of property management services provided internally and/or externally?			
In-house management (Directly Managed by LHC staff) **(%)** External contract firms (Privately Managed) (%)			
Does this LHC manage any <u>units</u> on behalf of any other housing organization?	☐ Yes (if so, how many?) # of units ☐ No		
Does this LHC provide <u>property management services</u> to any other not-for-profit housing organizations in the community?	☐ Yes	☐ No	
Has this LHC ever managed any organization on behalf of the service manager which was deemed a Project in Difficulty?	☐ Yes (if yes, respond below) how many PIDs in total?# how many units in total? #	☐ No	
For the following responsibilities, indicate if they are provided by the LHC staff or through external contracts:	In-house LHC staff	External Contracts	Both

Day to day cleaning (unit & building)	☐	☐	☐
Day to day maintenance (unit & building)	☐	☐	☐
Preventive Maintenance	☐	☐	☐
Unit repairs and maintenance	☐	☐	☐
What are the top <u>three operational</u> challenges that this LHC is currently facing?			

ASSETS		
Has this LHC conducted Building Condition Audits (BCA)?	☐ Yes	☐ No
Has this LHC conducted a Replacement Reserve Fund (RRF) Study?	☐ Yes	☐ No
If this LHC has conducted a BCA and/or RRF study, by what year are the capital reserve funds expected to be exhausted? (year)		
Does this LHC have an annual capital plan (5, 10, and 25 years)?		
☐ Yes (if yes, respond below) ☐ No When was this plan completed? (year) What is the estimated capital repair requirement? $ over how many years?		
Has an Energy Audit been conducted for this LHC's buildings?	☐ Yes	☐ No

Does this LHC manage its own <u>capital work</u> or is it contracted out to a professional consultant (engineer, architect, project manager)?	☐ Manage own work	☐ Contract out	☐ Both

Is there a preventive maintenance program implemented by this LHC?	☐ Yes	☐ No
Has this LHC <u>acquired/developed any new real property assets</u> after the initial transfer of assets?	☐ Yes	☐ No

What are the top 3 challenges to improving the condition of this LHC's building(s)?			
BUDGET			
What is the annual capital budget?	$		
What is the fiscal cycle for the annual budget?	☐ Jan to Dec ☐ Other (specify)		
What is the annual operating budget? (excluding salary and wages)	$		
What is the <u>%</u> of total <u>rental revenues that come from tenants</u>?	%		
From <u>tenant revenue</u>, what percentage is from:	% RGI tenants	% Market tenants	
What is the % of total revenue that comes from government?	%	☐ Don't know	
What is the % of the total revenue that comes from other sources? %			
Of revenue from other sources what percentage is from the following:			
Non-Rental revenue (i.e., parking, laundry) %	☐ None	☐ Don't Know	
Commercial revenue applied to offset shelter expenses %	☐ None	☐ Don't Know	
Other Revenue % (describe)			
Overall expenses paid for each category			
% utilities and taxes (utilities, waste pickup, property taxes)			
% housing operations (building operations & maintenance)			
% other costs (corporate services, administration)			
Please explain how utilities are purchased by this LHC?			
Does this LHC have a multi-year financial plan?	☐ Yes	☐ In Development	☐ No

PROCUREMENT		
Whose procurement policies does this LHC follow?		
☐ LHC's own policies	☐ SM policies	☐ Other (explain below)
Procurement policies:		

Does the LHC have its own procurement system or uses the Service Manager's system?	☐ SM's systems	☐ LHC's own system
Describe this LHC's thresholds for tenders and quotes for RFPs and RFQs?		

Does this LHC have dedicated procurement/tendering staff?	☐ Yes	☐ No

Does the LHC staff participate in training or professional development in procurement?	☐ Yes	☐ No	☐ Don't know

Which of the following resources would be helpful have for this LHCs procurement practices?
☐ Policy ☐ Vendor list ☐ Specifications ☐ Templates ☐ Other (specify below) ☐ Not required Other**:**
Does this LHC procure/tender for services? (*Procurement involves determining specifications, the preparation of Request for Proposals (RFP), assessing bids received, making decisions, and management of contractors/suppliers for the duration of the contract period*)

☐ Yes *(which of the following services listed below do you procure?)*		☐ No
☐ Audit Services	☐ Communication Services	☐ Janitorial Services
☐ Minor Capital Repairs	☐ Courier Services	☐ Legal Services
☐ Landscaping Services	☐ Snow Removal	☐ Maintenance Services
☐ Security Services	☐ IT Services	☐ Waste Disposal
☐ Vehicle Leasing	☐ Other item (specify):	
If you purchase consumable items, please check all applicable products that you order/purchase:		

☐ Cleaning Supplies (cleansers, mop, etc.)	☐ Bathroom equipment (sinks, toilets, etc.)
☐ Unit Turnover supplies (paint, etc.)	☐ Office equipment (photocopier etc)
☐ Maintenance supplies (light bulbs, etc.)	☐ Office supplies & stationary
☐ Workwear (maintenance, janitorial, etc.)	☐ Kitchen cabinets
☐ Safety equipment (boots, goggles, etc.)	☐ Furniture (common area)
☐ Communication equipment (Mobiles, BlackBerry)	☐ Computer hardware/software
☐ Major appliances	
☐ Other, please specify:	

For the items marked above, do you participate in any group buy programs for purchasing?

☐ Yes (specify below) ☐ No ☐ Don't know

Participation in group buy programs:

IT SYSTEMS

Does this LHC have the following computer program-IT systems: *(if* ***yes, please indicate whether the system is custom, off the shelf, provided by the SM*** *or* ***other****)*

Systems	No	Yes	Custom	Off the Shelf	Provided by SM	Other (Name the system)
Property management systems	☐	☐	☐	☐	☐	
IT systems	☐	☐	☐	☐	☐	
Accounting systems	☐	☐	☐	☐	☐	
Financial planning systems	☐	☐	☐	☐	☐	
Asset planning systems	☐	☐	☐	☐	☐	
HR management systems	☐	☐	☐	☐	☐	
Customer/contact	☐	☐	☐	☐	☐	

Comment on your current plans for your IT systems?

Does this LHC have a website?	☐ Yes (if so, enter below)	☐ No

UNITS AND BUILDINGS

UNITS					
Total # of units:	# of <1B:	# of 1B:	# of 2B:	# of 3B:	# of >3B:

# of RGI:	# of Market:	# of Rent Supp:	# of AHP Units:

# of Units Directly Managed:	# of Units Contract (Privately) Managed:

# senior units: ☐ None ☐ Don't know	# special needs: ☐ None ☐ Don't know	# supportive housing units: ☐ None ☐ Don't know

BUILDINGS		
Total # of sites/buildings:		
# Single Detached units	# Semi Detached units	# Townhouse units
# Walk-up units	# Elevator <8 storeys:	# Elevator 8-15 storeys:
#Elevator 15+ storeys:	**Average age of buildings: #** years	

Does this LHC have community gardens?	☐ Yes…how many? #	☐ No
Does this LHC have Council approved redevelopment projects underway?	☐ Yes	☐ No

LHC TENANTS (provide data based on current occupancy)		
Total # of households: ☐ Not available	Total # of tenants: ☐ Not available	# of single households: ☐ Not available
# of children (ages 0-13 years): ☐ Not available		# of 2 persons households: ☐ Not available
# of youth (14-24 years of age): ☐ Not available		# of 2+ persons households: ☐ Not available
# of seniors: ☐ Not available	# of persons with a physical and/or mental disability: ☐ Not available	

Does this LHC have an IT system that generates customized tenant demographic reports?	☐ Yes	☐ No

Has this LHC ever done a Tenant/Resident Satisfaction or Quality of Life Survey?	
☐ Yes- what year was the most recent survey undertaken? year	☐ No

Does this LHC conduct informal tenant surveys?	☐ Yes (indicate below the type of surveys) ☐ No
Types of surveys:	

PERFORMANCE MEASURES & REPORTING

Does this LHC have organizational (strategic & operational) performance measurement and reporting currently in place?	☐ Yes	☐ No
Does this LHC collect performance measurement (PM) data?	☐ Yes (explain below the key areas of performance measurement data collected)	☐ No
Types of PM data:		
Are performance measures benchmarked against other housing providers?	☐ Yes	☐ No

Based on the 'reporting requirements' for this LHC, who is the reporting provided to?			
☐ LHC Board	☐ Council	☐ Service Manager	☐ Other (specify below)
Reporting:			

How is the reporting done and indicate the reporting time-frame?

Forms of Reporting	**Annual**	**Semi-Annual**	**Trimester**	**Quarterly**
☐ Annual Budget	☐	☐	☐	☐
☐ Annual Review	☐	☐	☐	☐
☐ Annual Information Return	☐	☐	☐	☐
☐ Strategic Plan	☐	☐	☐	☐
☐ Operating Plans	☐	☐	☐	☐

☐ Performance Reporting	☐	☐	☐	☐
☐ Capital Plans	☐	☐	☐	☐
☐ Audited Financial Statements	☐	☐	☐	☐
☐ Service Level Standards Report	☐	☐	☐	☐
☐ Other (specify)				

POLICIES/ INITATIVES & STRATEGIES		
Does this LHC have a Strategic Plan and/or Business Plan?	☐Yes ***Name of Plan:*** ***Cycle of the Plan:*** (# of years)	☐ No ☐ In-development
Does this LHC have a policy manual?	☐ Yes *(what are the primary policy areas covered in this manual?...respond below)*	☐ No
Primary Policy areas:		
Indicate the key strategic priorities/initiatives/programs of this LHC:		
What are the top three policy challenges/issues facing this LHC?		
In addition to service delivery, describe below the kinds of tenant geared initiatives this LHC is engaged in? (i.e., social innovation & enterprise activities, employment, training etc.)		
INCLUDE THE LHC'S ORGANIZATION CHART WHEN SUBMITTING THIS SURVEY		

If you need to further explain and/or comment on your response pertaining to each section. Please use the following table to respond.

Thank you for taking the time to participate in this survey

Additional Comments:

LOCAL HOUSING CORPORATION
CORPORATE STATUS
BOARD OF DIRECTORS
HUMAN RESOURCES
OPERATIONS
ASSETS
BUDGET
PROCUREMENT
IT SYSTEMS
UNITS AND BUILDINGS
TENANTS

PERFORMANCE MEASURES & REPORTING
POLICIES/INITATIVES/STRATEGIES

GLOSSARY OF TERMS AND ACRONYMS

Affordable Housing Program (AHP)	The Affordable Housing Program is a federal/provincial program that provides grants and subsidized loans to support affordable rental housing and homeownership opportunities
Annual Information Return	The annual reporting form that housing providers subject to part VII of the Housing Services Act, 2011 must submit to their Service Managers. The AIR is a summary of the corporation's financial, operating, and statistical information for the fiscal year.
Devolution	Devolution refers to the transfer of social housing administration and funding responsibilities, from the Province to the Service Managers. Devolution also refers to the transfer of federal public housing and non-profit housing program responsibilities to the Province.
DSSAB- District Social Service Administration Board	Special agencies created by the Province and given the funding and administrative responsibilities of a Service Manager. These were created in the north, where there we no pre-existing municipal government with the legal jurisdiction to act as a Service Manager.
Head Leases	The lease of one or more of a housing provider's rental units to a support agency, who then sublets the units to eligible special needs households who require the agency's supports to live independently in the community.
Housing Services Corporation (HSC)	This agency (formerly SHSC), was created under the SHRA, with a broad mandate; including a member insurance programs, managing a pool of capital reserve

	funds for investment purposes, managing bulk purchase programs, and providing advice on best practices and benchmarks. HSC also provides education, training, research education and advice.
Local Housing Authority (LHA)	An agency of the provincial government which managed public housing owned by the province of Ontario, and carried on other administrative responsibilities such as the rent supplement program for private-sector landlords. The LHAs ceased to exist as of January 1, 2001.
Local Housing Corporation (LHC)	LHCs are controlled by the Service Manager who, as sole shareholder, has taken over the ownership and other responsibilities of what used to be known as Local Housing Authorities, or "public housing". At the time of devolution, some Service Managers set up former public housing as independent non-profits, some absorbed them into the municipal structure as part of the existing housing department, and others amalgamated the Local Housing Authorities with their municipal non-profit corporations. Some Service Managers negotiated new funding formulae with their LHCs, some continued to fund them like former public housing.
Mandate	Official designation of a housing provider pertaining to the housing of particular groups in society (e.g. seniors, hard-to-house, families, youth, physically disabled). Housing provider mandates were confirmed by the province prior to devolution and are protected under the *Housing Services Act, 2011*
Market Rent	Refers to the price a tenant pays a landlord for the use and occupancy of real property based on current rent for comparable property. Market rent is the rent by a household that is not receiving RGI assistance in a particular building. Many social housing developments have a mix of both market rent units and units that have the rent-geared-to-income.

Ontario Housing Corporation (OHC)	This agency of the provincial government was created in 1967 with responsibility for provincially-owned housing and for the direction of Local Housing Authorities (LHA). The LHAs were dissolved in 1999 when Local Housing Corporations, transferred by the Province to ownership by the related Service Manager were created.
Operating Agreement	A contract signed between a government agency and a social housing provider that sets out funding, operating, and other responsibilities of the parties.
Project in Difficulty (PID)	A housing provider who has breached its operating agreement or has had operational and/or governance difficulties resulting in a triggering event as defined by the *Housing Services Act*. The breach or triggering event is frequently an accumulated deficit on the balance sheet, or other indication of mismanagement. Under the HAS a service manager has several remedies at its disposal. The SM may appoint an operational advisor, replace the board of directors or in extreme cases, place a PID in receivership, taking away all management responsibilities for the housing
Public Housing	Housing developed predominantly by the Ontario Housing Corporation (OHC) in the 1960s after CMHC's mandate broadened to housing for low-income families. Managed by Local Housing Authorities with local boards; OHC set policy and provided services (such as legal and technical support). The projects were 100% RGI housing. Ownership was downloaded from the Province to Service Managers in 2001.
Rent-Geared-to-Income (RGI)	The subsidy paid to a social housing provider named under the Housing Services Act to allow a defined number of units to be rented to low-income tenants on a rent-geared-to-income basis. The RGI or Rent subsidy equals the difference between the actual rent to be paid by the qualifying tenant (paying approximately 30% of their income), and the approved market rent of a unit.
Rent Supplements	Paid to a landlord to bridge the gap between tenant's rent-geared-to income and the market rent ceiling set by the municipality, for units rented to applicants from the social

	housing waiting list.
Service Agreement	An agreement between Service Manager and housing provider governing the delegation of some or all of the Service Manager’s responsibilities pertaining to RGI administration.
Service Manager	The term used in the Housing Services Act for a CMSM or DSSAB.
Special needs Unit	A unit that is occupied by or is made available for occupancy by a household having one or more individuals who require accessibility modifications or provincially-funded support services in order to live independently in the community.
Support Services	Services provided to tenants to enable them to live independently in the community. Supportive Housing providers receive support-service funding through the Ministry of Health/Long-Term Care or the Ministry of Community and Social Services.
Supportive Housing	Non-profit housing for people who need support to live independently e.g. the frail elderly, people with mental health problems, addictions or developmental disabilities.

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