

## **BUILDING***Foundations*

*Better living in public housing*

### ***Ten Point Action Plan***

In Manitoba, most of the social housing was constructed in the 1960s and 1970s. Through the 1990s, both the provincial and federal governments withdrew from the housing arena. However, with the reengagement of the federal government in 2000 and the signing of the Affordable Housing Agreement, a resurgence was underway. Since then, 5000 units of affordable housing have been built, renovated or rehabilitated in Manitoba.

Building on this progress, the Province announced *HOUSINGFirst: A Four Pillar Low Income Strategy* in April, 2007. Three Pillars (*HomeWorks*, *Roof Over Every Bed*, and *RENOvations*) are strategies that commit funding to affordable housing, emergency and transitional shelter for homeless people and those at risk of homelessness, and basic renovation programs for Manitoba homeowners. The fourth pillar, *Building Foundations*, increases funding for the maintenance and repair of the public housing stock and enhances services to, and creates opportunities for, residents, including improved security.

The Government of Manitoba is committed to providing safe, quality, affordable, and accessible housing for Manitobans of all ages and incomes across the province. Working with communities and other levels of government, the Manitoba government continues to make progress in this area. At the same time, we must recognize and address the many challenges we face.

#### **Challenges**

In 1992, the Province dissolved 98 different regional housing authorities operating throughout Manitoba and amalgamated their operations into the Manitoba Housing and Renewal Corporation (MHRC) and the newly created Manitoba Housing Authority (MHA). As reported at the time, the amalgamation was expected to provide for more efficient and effective property management practices, cost savings through elimination of duplication of services, more direct financial control and bulk purchasing capabilities. Unfortunately, no concurrent rationalizations of business processes or systems that could take advantage of these opportunities took place. Additionally, inequities arose when staff from the regional agencies ended up under the jurisdiction of four different collective agreements.

The MHA and the MHRC continue to deal with these deficiencies. The Office of the Auditor General (OAG) has issued 4 reports identifying challenges in specific areas. The MHA and the MHRC recognize that there is an urgent need to address outdated business processes and management practices, and further entrench the provincial commitment to performance measurement.

One consequence of a strong economy and growing population is rapidly rising construction and labour force costs for the renovation, repair, and maintenance of the existing housing units. Given that the vast majority of public housing in Manitoba was built between 20 and 35 years ago, the requirement for costly repairs is steadily increasing.

Manitoba also prospers because of its diverse population. A growing proportion of Manitobans are seniors, single parent families, immigrants and refugees, migrants from First Nations communities, disabled persons, and students. The private rental market is not able to effectively meet the housing needs of many of these individuals and their families. As such, the demand for public housing will continue to grow at a time when all types of housing are becoming more expensive and vacancy rates for rental units are at record lows.

Given the inadequate federal funding for on-reserve housing, the provision of affordable, quality housing in these communities is in short supply. Members of First Nations communities are forced to migrate off-reserve and relocate to urban centres.

The federal government has failed in both the provision of affordable, quality housing in First Nations communities, forcing residents to migrate to urban centres, and in the provision of long-term, sustainable funding for provincial housing programs. Federal funding in support of the public housing stock falls short of addressing the growing costs of maintaining the housing portfolio. All provinces are concerned about the uncertain future role of the federal government in addressing the housing needs of Canadians.

## **Progress to Date**

In addition to the announcement of *HousingFIRST!*, the Province has made a number of changes and improvements to better address these many challenges:

- To assist in developing a road map for organizational renewal and improved business practices and to provide insight in how to better address the recommendations provided by the OAG, the Board of Directors for the MHRC issued a Request for Proposals for an Operational Review of the MHA and the MHRC. The successful proponent, KPMG, completed its review in October 2007. The review followed a “find and fix” approach and provides a clear path forward for the Province.
- The MHA and the MHRC have engaged in a series of strategic planning exercises to ensure that both organizations are planning and acting collaboratively and purposefully. In May of this year, the MHRC completed its first Five-Year Business Plan, including specific milestones and project targets.
- This spring, MHA began comprehensive unit and building inspections. Each unit and building envelope in the MHA portfolio was inspected. As a result of these inspections, the MHA has been able to act systematically on mould findings and design a Roof Repair program. Further analysis is underway and the findings will provide the basis for the preventative maintenance program for 08/09.

## **Building Foundations Ten Point Action Plan**

The road map provided by KPMG, together with the doubled investment under Building Foundations and our new Ten Point Action Plan, gives the Manitoba Housing the tools they need to become the best public housing provider in Canada. The following ten strategies present the plan for moving forward:

### **STRATEGY ONE– *Organizational Transformation***

The Province is committed to acting on the recommendations from the Operational Review prepared by KPMG. A Transformation Office will be established to implement the recommendations over a 24 month period.

- To eliminate duplication, improve coordination and address morale and collective agreement inequities, the MHA and the MHRC will be merged into a single organization.
- The Province will start discussions with the affected unions, with the goal of reducing the number of collective agreements in place.
- The MHRC estimates annual savings of \$1 million from addressing the business and management challenges described in the KPMG Operational Review, including centralized purchasing, standing service agreements to make units ready for new tenants more quickly, bulk purchasing, preventative maintenance and quality assurance.
- The new organizational structure has three areas – Operations, Business Services and Strategic Initiatives. This new structure will improve accountability, eliminate redundant processes and encourage the development of expertise in specialized areas like procurement, inspections and quality assurance.
- A new community relations office will be opened to improve and ensure timely responses to tenant and public inquiries.

### **STRATEGY TWO– *Home Revitalization Initiative***

The province has doubled the budget for the Modernization and Improvement of public housing from \$12 million to \$24 million annually, and this level of investment will continue for the next three fiscal years. This investment will allow Manitoba Housing to put new preventative maintenance, energy efficiency and capital asset management programs in place, including:

- 5,600 units will benefit from new windows.
- More than 4,000 units will benefit from improvements to building envelopes including repairs to exterior walls, fascia and soffits;
- 100 new roofs will be installed;
- 47 new ventilation projects will be undertaken including new furnaces and air exchangers; and

The following chart outlines the investments in Modernization and Improvement between 2007/08 and 2009/10.

## Capital Plan – Summary of Work

2007/08 – 2009/10

Dollars

Boilers and Hot Water	5,944,000
Environmental	142,500
Exterior Building Envelope	20,548,039
Exterior Improvements	629,500
Interior Improvements	1,014,425
Playgrounds	600,000
Roofing	6,378,650
Security	2,187,400
Septic	160,000
Structural	2,071,000
Ventilation	4,877,400
Windows	20,722,000
Sub-Total	65,274,914
Total Contingency	6,725,086
<b>TOTAL</b>	<b>72,000,000</b>

### STRATEGY THREE– *Foundations for Safety*

#### Six-point Security and Fire Safety Initiative

1. Project Safe Home – Beginning April 2008, staff and tenants living in Manitoba Housing will participate in the Project Safe Home strategy.
  - Phase 1 – *Training*: all property managers will complete a security and crime prevention seminar on tenancy rules, crime prevention, The Safer Communities and Neighbourhoods Act, the Fortified Buildings Act, police and fire department relations, crime prevention through environmental design, active property management, drug and gang issues and fire safety.
  - Phase 2 – *Project Safe Home lease addendum*: current MHA policy will be better communicated and enforced so that all tenants know that any one offense on Manitoba Housing property that constitutes an immediate safety risk to other tenants, or any activities described under the Safer Communities and Neighbourhoods Act, including drug dealing, sexual exploitation and firearms offenses will result in immediate eviction.

- Phase 3 - Eight Minimum Security Requirements:

Effective December 2009, all Manitoba Housing properties will have:

- 1. One-inch deadbolts on unit doors
  - 2. Door-jam strike plates
  - 3. Peepholes
  - 4. Adequate lighting in common areas
  - 5. Visible address lighting
  - 6. Anti-lift and slide devices for windows and patio doors
  - 7. Hedge and tree trimming as required
  - 8. Adequate exterior lighting
2. Investigative Team – Manitoba Housing projects will have a new focused investigation team in early 2008 under the Safer Communities and Neighbourhoods Act to gather the necessary evidence to shut down drug dens, sniff houses, prostitution bases, places of sexual abuse or child exploitation, and prohibited and restricted firearm possession or storage. This team act on confidential complaints from tenants.
  3. Property Restitution Initiative – Tenant accountability for property damage to Manitoba Housing premises will be ensured through a new program beginning in April 2008.
  4. \$1-million Closed Circuit Television and Card Access Initiative – New card readers and new cameras will be installed in 38 Manitoba Housing properties by March 2010.
  5. Rapid Graffiti Removal – All graffiti on Manitoba Housing properties will be removed by March 31, 2008. Effective April 1, 2008, all graffiti will be removed within 72 hours, weather permitting. Manitoba Housing is now using anti-graffiti paint on all its building exteriors.
  6. New Office of Fire Safety – Beginning April 1, 2008, a dedicated unit of Manitoba Housing will manage all elements of the fire safety strategy, including:
    - partnering with community groups, tenants, tenant associations and the Office of the Fire Commissioner to review fire safety plans and conduct inspections;
    - fire-safety education programs for all Manitoba Housing tenants including booklets, videos and seasonal tips all aimed at fire prevention; and
    - annual testing and maintenance of smoke detectors and sprinkler systems in all Manitoba Housing units.

#### STRATEGY FOUR– *Playground Program*

Manitoba Housing is implementing a Playground Program to ensure that children living in public housing can play on safe equipment. Manitoba Housing will inspect all its playgrounds to ensure they meet safety requirements. Over the next three years, Manitoba Housing will invest \$600,000 in new and improved playgrounds in Thompson, Winnipeg (Gilbert Park), Churchill and Brandon.

#### STRATEGY FIVE – *Community Enrichment*

*Change. Challenge. Opportunity.*

Manitoba Housing provides grant funding for a number of non-profit tenant associations and resource centres in MHA communities.

- The Family Centre of Winnipeg has partnered with the MHA to open Tenant Resource Centres in the communities at St. Anne's Road, Woodydell and Plessis Road.
- The Nor'West Health Coop has opened a resource centre in Gilbert Park to coordinate services for tenants, including Shaughnessy Park School, Winnipeg Boys and Girls Club, Four Feathers, Parent Child Coalition, Northwood Community Centre, Keewatin Youth Initiative, a food bank, a senior's exercise program and the collocation of MHA and EIA staff.
- The North End Community Renewal Corporation has established a Resource Centre. The resource centre includes a partnership with an Adult Learning Centre, and there are plans in place to open a child care centre.
- The African Communities of Manitoba have opened a new resource centre in downtown Winnipeg.

During the three year Building Foundations initiative, Manitoba Housing will continue its partnership with the Family Centre of Winnipeg and open new resource centres to better serve our tenants and enrich our communities.

The MHRC is also exploring an innovative co-op conversion pilot project for 08/09. Co-ops represent an opportunity to address quality of life issues in public housing through active tenant involvement. Together with stakeholder representatives, the MHRC will work with tenants and community groups to identify initial opportunities for voluntary co-op conversion.

## STRATEGY SIX– *MHRC Bursary Program*

This fall, the Province was pleased to award \$1,000 bursaries to nine post-secondary students living in a MHA unit or subsidized social housing unit to assist with education related expenses. The MHRC is planning to review the program criteria in 08/09 in order to build on a successful first year.

## STRATEGY SEVEN – *More and Better Tenant Services*

In addition to crime prevention and fire safety programs, there are a number of new initiatives underway or planned to support our tenants:

- As part of the provincial Aging in Place strategy, Manitoba Housing is committed to providing accessible housing for seniors and persons with disabilities to live independently. In partnership with the Regional Health Authorities, Manitoba Housing will convert existing units to create additional supportive public housing units - 48 in Winnipeg and 34 in rural Manitoba.
- In order to make the processes for applying for Manitoba Housing as transparent as possible, the MHA will introduce orientation sessions for new tenants. The orientation sessions will explain both the rights and responsibilities of tenants through the application process and as residents of public housing. These orientation programs will also review issues of crime prevention, fire safety and the basics of pest prevention. In addition to the orientation sessions, the MHA will develop a handbook for all tenants.

- Each month, 16 kitchens in Winnipeg and two in Brandon provide 7,400 meals through the MHA Congregate Meal Program. In 06/07, the MHA opened its new commissary kitchen on Princess Street in Winnipeg. Plans are now underway to expand the program into other communities based on capacity and a needs analysis.

## STRATEGY EIGHT – *Mould Prevention and Removal*

A new MHA Environmental Officer will be hired in 08/09 to oversee the Manitoba Housing's mould prevention and removal strategy:

- Inspections: All units and common areas will be inspected annually. The MHA initiated a surface mould removal blitz this fall in response to 07/08 unit inspections;
- Prevention: Renovations to Manitoba Housing properties to ensure adequate air intake and circulation, repairing and replacing roofs, windows and building envelopes;
- Remediation: Manitoba Housing will remediate all significant mould findings;
- Upkeep: Manitoba Housing will provide information on mould prevention for all tenants specific to maintaining a mould and mildew free home particularly in kitchens and bathrooms.

## STRATEGY NINE– *Ten Year Housing Strategy for Manitoba*

The Province, in consultation with the Institute of Urban Studies, will establish a Ten Year Housing Strategy that will convey critical goals for and policy approaches to Manitoba's future affordable and public housing needs.

## STRATEGY TEN – *Enhanced Outside Agency Accountability*

In 2004 the Department of Family Services and Housing reinstated the Agency Accountability Unit. In total, 20 new staff are responsible for ensuring the accountability of outside agencies, including housing managed by sponsor groups. In 08/09, the Portfolio Branch of the MHRC will double the number of operational reviews it performs annually, from 16 to 32. Additionally, in order to provide more support to the 440 community based volunteer boards that run the sponsor-managed housing projects across Manitoba, new board governance training will be developed in 08/09.

Recommendation Number	Description	Planned Actions
<b>G&amp;0 - 1</b>	Government needs to decide its preferred Governance Structure reflecting all recommendations of the Housing transformation.	At the conclusion of transformation, government will review the Board structure and consider changes based on inter-jurisdictional comparisons and a review of best practices.
<b>G&amp;0 -2</b>	Four (4) Executive Directors reporting directly to the ADM Housing: Client Services, Business Services, Strategic Initiatives, and Development.	The MHA and the MHRC will be reorganized into a single structure. The new organizational structure will align all the operational components of the MHA and the MHRC under a single Chief Operating Officer. The two other primary streams will be Business Services and Strategic Initiatives.
<b>G&amp;0 -3</b>	Reporting directly to the Executive Director Client Services will be the Directors of Agreement Administration, Asset Management, and Property Services	The new organizational structure will reflect this recommendation.
<b>G&amp;0 -4</b>	The Director, Agreement Administration will be responsible for all housing agreements with 3rd party providers, homeowner and community program groups, shelters, co-ops, rural and northern housing, etc.	The new organizational structure will reflect this recommendation.
<b>G&amp;0 -5</b>	The Director, Asset Management will be responsible for the project management of large building projects and technical services. This function is discussed further in the Capital Asset Management section of this report.	The new organizational structure will reflect this recommendation.
<b>G&amp;0 -6</b>	The Director, Property Services will be responsible for all aspects related to property management, including lease management and maintenance.	The new organizational structure will reflect this recommendation.
<b>G&amp;0 -7</b>	The creation of Director, Procurement position falling under the ED Business Services, as discussed in the Supply Chain Management recommendations.	The Director of Procurement position will be filled as soon as possible.
<b>G&amp;0 -8</b>	The Executive Director, Business Services will have responsibilities for Enterprise Risk Management and Quality Assurance, Security and Loss Prevention, and Health and Safety, as well as two direct reports focusing on Controllorship, and the aforementioned Procurement.	The new organizational structure will reflect this recommendation.



Recommendation Number		Description	Planned Actions
G&O -9		The Executive Director, Business Services will also own the relationship with departmental shared service providers, including legal, HR, and IT.	The new organizational structure will reflect this recommendation.
G&O -10		Once a program has been developed, sufficiently tested and is mature, the responsibility for the program will shift from Strategic Initiatives to Client Services for implementation.	The new organizational structure will reflect this recommendation.
G&O -11		The future framework for an Aboriginal Directorate in partnership with Aboriginal Affairs would be borne out of Strategic Initiatives.	A new Aboriginal governance and decision-making process in being developed as part of the HOME Works! Strategy.
G&O -12		The Executive Director, Development will have the responsibility for land development, as well as special projects such as new builds, land disposal and acquisition.	The new organizational structure will reflect this recommendation.
G&O -13		Move all MHA and MHRC staff to a single collective agreement structure, of which the potential net financial benefit of collective agreement harmonization could be as high as \$216,000 per year, on a total salary and benefit basis.	A process with the affected unions will be initiated, with the intention of moving all employees into a single collective agreement.
G&O -14		Create a Transformation/Project Management Office to fulfill project management responsibilities throughout the transformation period, empowered by and reporting directly to the ADM.	A Transformation Office and associated Transformation Team will be created to manage the transformation process. The Project Manager will report directly to the ADM.
G&O -15		Creation of an office of Community Liaison to connect with external stakeholders, reporting directly the Assistant Deputy Minister.	A Community Relations Office will be created, reporting directly to the ADM.
G&O -16		Implement the new organizational structure	The new organizational structure will be implemented over the course of the next two years.
Quick - Wins	SCM - 1	Change the current Maintenance Coordinator financial delegation of authority limit for un-tendered purchases from \$700 to \$1000.	The MHA agrees with this recommendation and will bring this forward to the MHRC Board of Directors.
	SCM - 2	Increase the lifecycle for new standing offers from the current standard of 1 year +1 optional to terms of 3 – 5 years.	Where feasible, the lifecycle of new standing offers will be increased.
	SCM - 3	Develop a communication plan to create improved communications and coordination between programs.	The Transformation Office will be responsible for examining and implementing ways to ensure communications between and

Recommendation Number	Description	Planned Actions	
		amongst staff and management in all areas is improved.	
<b>SCM -4</b>	Reduce change orders on future contracts by conducting site meetings with the contractors to go through the scope of projects.	The MHA and the MHRC will reinforce this policy and ensure that initial project scope procedures reflect best practices.	
<b>SCM -5</b>	Establish a standard for tenant suites incorporating guidelines for aesthetics (e.g., use of multi-coloured tiles, make ready painting, etc.).	The Transformation Office will be responsible for reviewing this recommendation with regard to costs and appropriate standards.	
<b>Process and Organization</b>	<b>SCM -6</b>	Manitoba Housing should establish a role for a senior procurement officer who can provide professional procurement direction within housing.	The Director of Procurement will be responsible for establishing a professional, centralized and standardized purchasing process and to facilitate purchasing planning and training.
	<b>SCM -7</b>	Manitoba Housing should clarify the roles and responsibilities for key procurement processes by identifying the main steps in the procurement process and clearly determining who is responsible for each task within the processes.	The Director of Procurement will be responsible for implementing this recommendation.
	<b>SCM -8</b>	Manitoba should develop and deliver a training plan and materials for staff about their role and responsibilities in the procurement process.	The Director of Procurement will develop a training plan.
	<b>SCM -9</b>	Manitoba Housing should establish a procurement planning process that combines both capital and maintenance procurement planning.	The Director of Procurement will establish a procurement planning process that reflects this recommendation.
	<b>SCM -10</b>	Manitoba Housing should enhance the tendering process by expanding the selection criteria beyond a primary focus on lowest bid.	The Director of Procurement will review this recommendation in consultation with central government policy.
	<b>SCM -11</b>	Manitoba Housing should develop and implement a measurement process for supplier performance.	The Transformation Office will be responsible for implementing this recommendation, based on the expertise and experience currently in place.
	<b>Strategic Sourcing</b>	<b>SCM -12</b>	Manitoba Housing should competitively tender selected commodities in each of the following spend areas; Contractors, Building Services, Professional Services, Supplies & Appliances.

Recommendation Number	Description	Planned Actions
	<b>SCM -13</b> Establish common standards and specifications that apply across the organization for selected commodities.	The MHA and the MHRC will further develop an Energy Efficiency Lens to apply to all procurement decisions.  Air quality specifications will also be reviewed and considered.
	<b>SCM -14</b> Establish agreements with selected hardware/building materials suppliers with geographic reach across the province that can provide the broadest range of currently used materials – there may need to have multiple agreements due to geographic coverage.	The Transformation Office, together with the Director of Procurement, will be responsible for reviewing and acting on this recommendation.
	<b>SCM -15</b> There are a number of existing agreements in place and under development, many with specific regional coverage. There is an opportunity to renegotiate to expand the use of standing agreements to a broader set of commodities.	The Transformation Office, together with the Director of Procurement, will be responsible for reviewing and acting on this recommendation.
Needs Analysis	<b>CAM - 1</b> Convert data from the 'Housing Project Listing' Excel spreadsheet into Access database for easier query, multi-user read access and for eventual export into a more robust enterprise system.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM - 2</b> Reconcile building information in the Property Inventory (PI) system against the Project Listing to ensure all MHRC owned housing projects as well as Private Non-Profit (PNP) housing projects are contained in the system so they can be referenced to further Building Condition Assessments.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM - 3</b> In order to calculate the Facility Condition Index, an indicator of state of repairs of a building, MHRC/MHA should obtain the latest property assessed value and develop a process to maintain this information up to date in a centralized system (e.g., PI).	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM - 4</b> Continue to accumulate gross square footage information on each building within a housing project in order to build up this data for cost benchmarking purposes.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM - 5</b> As part of the Building Condition Assessment (BCA) process, continue to identify major building equipment, structures and systems to build up the inventory of building assets.	The MHA and the MHRC will continue building up its asset inventory.
	<b>CAM - 6</b> Manitoba Housing should develop an Inspection or Building Condition Assessment (BCA) policy describing the set cycles for building review, skills & experience profile, inspection best practices and procedures, checklists and definitions (e.g., capital vs. operating), and quality assurance and peer	The Transformation Office will be responsible for reviewing and implementing this recommendation.

Recommendation Number	Description	Planned Actions	
	review procedures.		
<b>CAM -7</b>	Identify building inspection cycle in the PI database or other similar building information database.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.	
<b>CAM -8</b>	Provide a copy of the BCA policy to Sponsor-managed and PNP managed housing projects to encourage adoption of the policy.	Underway.	
<b>CAM -9</b>	Issue building level condition assessment scores (excellent, good, fair, and poor) in addition to major equipment class level.	A more detailed assessment and prioritization tool will be developed.	
<b>CAM -10</b>	Consolidate BCA inspection activities, practices, templates and skills from MHA's Maintenance Coordinators and MHRC's Capital Planning branch into a broader inspector pool to leverage different area of expertise, area of coverage and cross-training opportunities.	The MHA and the MHRC agree with this recommendation. The Transformation Office will be tasked with implementation.	
<b>Options and Trade-Offs Analysis</b>	<b>CAM -11</b>	Employ key indicators such as Facility Condition Index.	The MHA and the MHRC will formalize the existing process.
	<b>CAM -12</b>	Add building type or other factors (e.g. building system ranking - risk adjusted ranking among various building components in order to differentiate critical items between sidewalk and HVAC) in the project scoring process to help further refine the list of critical projects in order to meet funding requirements.	The Transformation Office will be responsible for ensuring the results of this research is implemented.
<b>Investment/ Project Prioritization and Funding Strategy</b>	<b>CAM -13</b>	In order to properly match issues identified during BCA with appropriate funding sources, Separate these issues into three categories: capital projects qualified under the Loan Act, major repair & improvement projects under the Planned Repair Program, and operations.	The MHA and the MHRC have initiated this process and it will be fully in effect for 08/09.
	<b>CAM -14</b>	Develop an internal guideline with examples on various items classified under the Loan Act.	The MHA and the MHRC recognize there is a need to formalize the training that has taken place. Information package will be prepared with examples, and training on this matter will be standardized.
<b>Investment and Project Delivery</b>	<b>CAM -15</b>	Manitoba Housing should use RACI (Responsible, Actionable, Consulted and Informed) charts to identify significant stakeholders and their involvement in the project planning, funding and delivery process.	The MHA and the MHRC agree with this recommendation.
	<b>CAM -16</b>	As discussed under Identify Issues/ Needs in the Current State section, MHA's project delivery team has been able to deliver approximately \$8 - \$12million worth of projects	The Transformation Office will review this recommendation and consider the benefits and risks of a different resource sourcing

Recommendation Number	Description	Planned Actions
	each year based on current staffing levels and complexity level of projects. An alternate strategy is to consider a different resource sourcing strategy, such as partnering with a project management company to handle some of the volume of work	strategy.
<b>Tools and Systems</b>	<b>CAM -17</b> Develop BCA database to capture, maintain and report on assessment data by year.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM -18</b> Develop an asset management database or acquiring an off-the-shelf software tool to house housing project data, major equipment data and building systems data.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM -19</b> Develop project tracking database to assign unique project numbers and to retain critical project information: scope, timing, alternatives, funding source and link projects to records tracked in the BCA database.	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
	<b>CAM -20</b> Enhance/ replace existing Maintenance Management System (work order and PO system) to incorporate functionalities required for managing large projects (e.g. cross-reference to project number, holdbacks, building level chart of accounts, commitment capturing, etc.).	The MHRC accepts this recommendation and will instruct the Transformation Office to review and prioritize all identified IT needs.
<b>Oversight, Performance Measurement, and Reporting</b>	<b>CAM -21</b> Adopt the peer review procedures at the MHRC Capital Planning branch to ensure consistency and adherence to the BCA policy manual.	As per CAM-6, the MHRC accepts this recommendation and feels it has a base of experience upon which to build.
	<b>CAM -22</b> Monitor vendor/ contractor compliance during and after the project delivery process.	The Transformation Office will be responsible for implementing this recommendation, based on the expertise and experience currently in place.