

January 19, 2018

Mr. A. Sweedland  
Manager, Social Housing  
Housing Services Division  
City of Hamilton



Dear Mr. Sweedland,

**Re: 2017 Operational Review – Second Response**

We begin by wishing you a very Happy New Year. We believe 2018 will be another good year for the housing sector.

In keeping with our correspondence dated December 15<sup>th</sup>, 2017 which was our first response to the operational review, this letter represents our second update on the progress made towards addressing all directions from the review.

As you may recall, our first response addressed the directions pertaining to ***Governance and Organizational Management*** with the exception of the updated Conflict of Interest By-Law. Please find attached the revised Conflict of Interest by-law and we draw your attention to article 4.9-Reporting where we have inserted the requirement to report all Conflicts of Interest to the Service Managers in keeping with program directives. As you can see, this by-law is still in its “edited” format as we want to ensure that you are satisfied with amendments made. The Board is hoping to ratify this by-law and the others it has updated at its March meeting so if you require further edits, please let us know before then.

Unless you have further changes to the Conflict of Interest by-law, we believe we have satisfied all Directions as it pertains to Section 1 - Governance and Organizational Management and consider this section complete.

We now focus our attention on Section 3 – Asset Management and attached you will find a progress report on all items listed in this section. We tried to present our response in the same format as the Operational Review for ease of comparison. Beside each item, we have listed a status update which indicates one of four situations:

- **Done** – we believe the direction has been addressed and can now be considered complete
- **Date** – we are acting on the item and will provide an update before our final response. For the most part, these are items that have been added to our 2018 capital plan so will be addressed this year and we have committed to providing you with an update by June (due to weather restrictions)
- **Pending more Information**, and
- **Dispute**.

For the latter two bullet points, Pending and Dispute, we seek additional feedback from you as our Service Managers.

**Pending more Information:** You will find this status marking beside those items around Fire Safety and in particular, the requirement to:

- a) have a list of tenants/members requiring assistance in an emergency be available for the Fire Department; and
- b) ensure annual site inspections and approvals are completed by the Municipal Fire Department.

We do have a list of tenants requiring assistance for all of our apartment buildings however we have never been asked to have such a list prepared for a townhouse complex. Where would this list would be kept so that it was easily accessible by the Fire Department? If a fire or emergency occurs, it is usually townhouse specific or block specific which automatically targets where their efforts should be focused. Of course resident safety is a priority for Victoria Park so perhaps you could clarify what you are expecting with this directive and how it is administered with the Fire Department for a townhouse complex.

With respect to annual site inspections, we welcome any inspection that the Municipal Fire Department may want to do and we would be most co-operative to ensure our properties are as safe as they can be for our residents. That said, we have no authority for the Fire Department to do an inspection so we are not sure how we can satisfy this requirement of ensuring the Municipal Fire Department conducts an annual site inspection. Again, if you could provide further clarification, we would be happy to accommodate.

**Dispute:** We have one direction where we disagree and would like further dialogue and that is with respect to Occupational Health and Safety and WHMIS where we have been directed to ensure Certificates of Insurance and proof of WSIB for all contractors is filed and maintained **on site**. We absolutely ensure that these documents are collected however they are maintained at the head office in Hamilton. These documents are secured as part of

our procurement policies and administered by our Capital Assets division operating out of head office. We have no office space on site at these locations and better control is maintained if they are centralized.

We ask the Service Managers to reconsider this direction and agree that these specific documents can be maintained at the head office with all of the other procurement documents.

We trust the above and enclosed are satisfactory and look forward to receiving your feedback. Again, we continue to work on the other sections simultaneously and will provide our third response and update by March 8<sup>th</sup>, 2018.

Most sincerely,

Steve Holman

President & Chairperson

On behalf of the Board of Directors

cc: J. Murdoch-Martin, Manager, Housing and Homelessness Programs, Region of Waterloo  
J. Hartley, Manager, Housing Services, Region of Halton  
Board of Directors, VPCH  
L. Gagne, Executive Director, VPM  
V. Fowler, Manager, Finance and Administration, VPM  
C. Thornhill, Manager, Property Services, VPM  
A. Jackson, Manager, Operations and Development, VPM  
R. Zaeem, Manager, Capital Assets and Infrastructure, VPM  
D. Robinson, Human Resource Specialist, VPM



BY-LAW NUMBER 11  
OF  
VICTORIA PARK COMMUNITY HOMES INC.

CONFLICT OF INTEREST

BE IT ENACTED as a by-law of Victoria Park Community Homes Inc. (the "Corporation") as follows:

**Commented [DR1]:** AMENDMENT: The term "the Corporation" replaces "Victoria Park Community Homes Inc." or "Non-Profit" throughout the document.

1. BACKGROUND

a) The Corporation recognizes it is good business practice to avoid conflicts of interest.

**Commented [DR2]:** DELETION - removed 1.b. Referenced Social Housing Reform Act.

b) This By-law sets out how the Corporation addresses conflicts of interest.

**Commented [DR3]:** AMENDMENT - changed 1.c to 1.b

**Commented [DR4]:** DELETION - "including implementing the requirements of Ontario Regulation 339/01."

2. DEFINITIONS – In this By-law:

2.1 "Conflict of Interest" means a situation where:

i. the personal or business interests of a director, officer, agent, or employee of a housing provider are in conflict with the interests of the Corporation or may be perceived as being in conflict with the interests of the Corporation.

**Commented [DR5]:** NEW: comma inserted.

**Commented [DR6]:** NEW: broadens and strengthens the scope of the definition of conflict of interest.

ii. a personal gain, benefit, advantage, or privilege is directly or indirectly given to or received by a director, officer, agent, or employee or a person related to any one of them as a result of a decision by the Corporation.

**Commented [DR7]:** NEW: comma inserted.

and includes

a. the Corporation giving direct or indirect gain, benefit, advantage, or privilege to a director, officer, agent or employee, or a person related to any one of them.

Commented [DR8]: NEW: comma inserted.

b. a director, officer, agent or employee or a person related to any one of them receiving a direct gain, benefit, advantage, or privilege from the Corporation as a result of the position within the Corporation of that person or a person related to them.

Commented [DR9]: NEW: comma inserted.

Commented [DR10]: AMENDMENT: addition of person related to employee.

2.2 "Declaration" means a declaration in the form attached as Schedule "B" to this By-law.

2.3 "Director" means a member of the Board of Directors of the Corporation.

2.4 "Officer" means the Chairperson, Vice Chairperson, Secretary, Treasurer, Executive Director, Manager of Finance and Administration, and anyone else designated an officer in the By-laws of the Corporation.

Commented [DR11]: AMENDMENT: changed from General Manager.

2.5 "Person related to any one of them" means a parent, spouse, same-sex partner, child, household member, sibling, uncle, aunt, nephew, niece, mother-in-law, father-in-law, sister-in-law, brother-in-law or grandparent of the director, officer, agent, or employee or a person with whom the director, officer, agent or employee has a business relationship.

Commented [DR12]: NEW: comma inserted.

Commented [DR13]: DELETION: Removed 2.6. Referenced Social Housing Reform Act 2000.

2.6 "Corporation" means Victoria Park Community Homes Inc.

Commented [DR14]: AMENDMENT: Changed 2.7 to 2.6

2.7 "Threshold" means the lesser of

Commented [DR15]: AMENDMENT: Changed 2.8 to 2.7

Commented [DR16]: DELETION: removed text that followed "means" - more than an amount, accepted as such by the service manager, which is.

a. \$14,999.00; and

b. \$2,000.00, plus \$20.00 for each residential unit in the Corporation project/portfolio in excess of 100 units.

### 3. AVOIDING CONFLICT OF INTEREST

3.1 Exceptions – The Corporation shall not enter into a relationship, arrangement, contract, or agreement with any person in a way that creates a Conflict of Interest, except that:

Commented [DR17]: NEW: comma inserted.

a. provided that a notice of conflict or potential Conflict of Interest has been delivered to the Chair of the Board of Directors and the Chair agrees there is no reasonable alternative, the Corporation may enter into a relationship, arrangement, contract, or agreement that normally would be the Conflict of Interest;

Commented [DR18]: AMENDMENT changed from Service Manager

Commented [DR19]: NEW: comma inserted.

b. a Director who lives in a unit owned by the Corporation or a related corporation may be employed by the Corporation on a part-time basis to perform routine tasks such as administrative, maintenance or operational tasks with respect to the Corporation's project/portfolio;

Commented [DR20]: NEW - broadens scope.

Commented [DR21]: NEW: comma inserted.

c. a Director may be employed by the Corporation or a related corporation in a non-managerial or non-supervisory position provided the total number of Directors so employed may not exceed one-fifth of the board;

Commented [DR22]: NEW - broadens scope.

Commented [DR23]: DELETION - removed a comma after "provided".

d. some or all of the Directors may also sit as Directors of an organization that supplies essential support services for special needs clients residing in the Corporation's project/portfolio, where the project/portfolio exists specifically so that residents can live in the community with the support services provided.

Commented [DR24]: DELETION - removed 3.1 (e). Remuneration not compatible with Letters Patent.

3.2 Duty to Monitor and Avoid Conflict of Interest – The Corporation shall closely monitor its relationships, arrangements, contracts, and agreements, and not engage in any that may result in a Conflict of Interest. The Directors, individually and collectively, shall ensure compliance with this requirement.

3.3 Termination – Subject to employment law in force in Ontario, all relationships, arrangements, contracts or agreements of the Corporation, which exceed the Threshold as defined in Section 2.7 in any one fiscal year of the Corporation, shall include a clause permitting the Corporation to terminate the relationship, arrangement, contract or agreement if the Board of Directors requires such termination in order to resolve a Conflict of Interest.

Commented [DR25]: NEW. Threshold refers to the one indicated in the definitions.

Commented [DR26]: AMENDMENT: Changed from Service Manager.

3.4 Directors Must Resign – Except as set out in subsection 3.1, a Director shall resign from his/her position before the Corporation's Board of Directors deliberates, issues a tender, or votes on a contract or employment position for which the Director intends to compete.

3.5 Former Directors and Officers – Except in the circumstances set out in subsection 3.1, no former Director or Officer may apply for employment with the Corporation or seek to enter into a contract to supply services to the Corporation directly or indirectly for a period of two (2) years following the date she/he ceased to be a Director or Officer.

Commented [DR27]: AMENDMENT - made Officer plural.

3.6 Purchase or Lease of Land – Where the Corporation purchases or leases land, it shall not purchase or lease such land from:

- a. an individual; or
- b. a corporation which has a shareholder, director or officer;

who is a director, officer, agent, employee, development consultant/resource group, architect or other technical consultant, real estate agent, or environmental consultant of the Corporation or any person related to one of them.

#### 4. BOARD PROCEDURES

4.1 Conflict of Interest – The Board shall have Conflict of Interest as a regular agenda item at the beginning of each meeting of the Directors. Any Director, Officer, agent, or employee who has a Conflict of Interest must submit their declaration at that time.

Commented [DR28]: AMENDMENT - changed to a capital "B".

Commented [DR29]: NEW: comma inserted.

4.2 Declaration of Conflict of Interest – Directors, officers, agents, and employees of the Corporation must notify the Chairperson of the Board of Directors of the Corporation of every potential or actual conflict of interest no later than the first meeting of the Board after the director, officer, agent or employee becomes aware that he or she has entered into a situation, arrangement or agreement that results in or may result in a Conflict of Interest. The form of such declaration is attached as Schedule "B". If a Conflict of Interest arises verbally at a Board of Directors meeting, immediately within five (5) days after the director raises the conflict at the board meeting, a written declaration in the form set out in Schedule "B" shall be prepared by the director and submitted to the Secretary of the corporation.

Commented [DR30]: NEW: comma inserted.

Commented [DR31]: NEW - comma inserted.

4.3 Potential Conflict of Interest – When a potential Conflict of Interest is raised before or during a board meeting, then:

- a. the Party to the potential conflict must leave the meeting;
- b. the Board shall decide if there is a Conflict of Interest; and
- c. full details of the conflict or potential conflict of interest shall be minuted in the Corporation's minutes.

Commented [DR32]: AMENDMENT: moved "and" from end of point a to end of point b.

Commented [DR33]: AMENDMENT - changed to a capital "B".

Commented [DR34]: NEW - inserted "in" and apostrophe.

4.4 Consideration of Notice – The Board of Directors shall consider any declaration given under subsection 4.2 no later than the second meeting of the Board after the notice is given. The consideration of the notice must be reflected in the minutes of the meeting.

4.5 Resolution of a Conflict of Interest – The Chair shall notify the Board of Directors of any declaration received under subsection 4.2. The notification to the Board of Directors shall include one of the following:

- a. If a person filed a declaration of a potential Conflict of Interest and the Board decided there was in fact no such Conflict, a declaration to that effect and a request that the Board of Directors formally ratify this decision; or
- b. If a Conflict of Interest exists which may be resolved in accordance with this by-law, notification of how the Corporation has resolved the Conflict of Interest must be made to the Board of Directors and a request that the Board of Directors ratify such resolution, or
- c. If a Conflict of Interest exists which the Board of Directors is unable to resolve in accordance with this by-law, a request that the Board of Directors issue instructions for resolving the Conflict of Interest.

4.6 Conflict to be Resolved to the Board of Directors' Satisfaction – If the Board of Directors issues instructions regarding an alternative to a decision or ratifies a resolution or decision as provided for in Section 4.5 above, the Corporation will act in accordance with the Board of Directors' instructions.

4.7 Record Keeping – The Corporation shall maintain a Conflict of Interest file containing all declarations, reports, and minutes pertaining to Conflict of Interest and Perceived Conflict of Interest situations. This information shall be kept on file for five (5) years.

4.8 Delegation – The Board of Directors may delegate authority to the Executive Director to receive Declarations from, and avoid or resolve a Conflict of Interest or Perceived Conflict relating to employees with a lower rank within the Corporation if a written summary of the parties, conflicts, and resolutions/avoidances of each conflict situation is submitted by the Executive Director to the Board of Directors for its approval at least quarterly.

4.9 Reporting – The Board of Directors or its delegate shall report all Conflicts of Interest to the Service Managers in keeping with program directives.

Commented [DR35]: AMENDMENT: Changed from "Board shall notify the service manager"

Commented [DR36]: AMENDMENT: Changed from service manager

Commented [DR37]: AMENDMENT: changed to a capital "B".

Commented [DR38]: AMENDMENT: changed from service manager; inserted "formally" to be consistent with Bylaw # 8.

Commented [DR39]: DELETION: removed reference to Regulation 339/01 (Social Housing Reform Act 2000)

Commented [DR40]: NEW: inserted "must be made to the Board of Directors"

Commented [DR41]: AMENDMENT: changed from service manager

Commented [DR42]: AMENDMENT: changed to a capital "B" and inserted "of Directors"

Commented [DR43]: DELETION:

Commented [DR44]: AMENDMENT: changed from service manager

Commented [DR45]: AMENDMENT: changed from service manager

Commented [DR46]: AMENDMENT: changed from service manager

Commented [DR47]: NEW: inserted "or ratifies...Section 4.5 above:"

Commented [DR48]: DELETION: removed references to subsection 4.5 a) or b) or c); redundant

Commented [DR49]: AMENDMENT: changed from service manager

Commented [DR50]: NEW: comma inserted.

Commented [DR51]: AMENDMENT: Made it a capital "T".

Commented [DR52]: AMENDMENT: Changed from General Manager.

Commented [DR53]: DELETION: Removed a comma from between "to" and "employees".

Commented [DR54]: NEW: Reformatted. Removed bullet format because there was one (1) bullet only.

Commented [DR55]: NEW: comma inserted.

Commented [VW56]: Inserted as per Operational Review directive.



5. PROMOTING FAIR AND OBJECTIVE BUSINESS PRACTICES

5.1 Tenders – The Corporation shall invite at least three qualifications tenders, or publicly tend all contracts costing over \$14,999.00

Commented [DR57]: AMENDMENT: Change from "a" to "at".

Commented [DR58]: DELETION: Removed comma.

5.2 Considering Tenders – In considering tenders, the Corporation shall:

a. consider the quality of goods and services to be provided  
and

b. base its decision on written specifications outlining resources, timing, cost, and fees.

Commented [DR59]: NEW: Inserted comma.

5.3 Not Choosing Low Bid – Where the lowest bid is not recommended by the Executive Director ordinarily responsible for making this decision, the Board of Directors shall approve his/her decision and ensure that the reasons are documented.

Commented [DR60]: AMENDMENT: Changed from General Manager.

Commented [DR61]: DELETION: Removed comma.

5.4 Contracts Under \$15,000 – The Corporation shall obtain a minimum of three quotes in accordance with the Tendering Policy of the Corporation.

5.5 Employment Contracts – The Corporation shall implement documented, open, and competitive practices for employment opportunities which are not inconsistent with the fair labour practices as set out in the Human Resource Policies of the Corporation.

Commented [DR62]: ADDITION: Inserted comma.

Commented [DR63]: NEW: Inserted "the".

Commented [DR64]: NEW: Reformatted. Removed list format because there was one (1) item only.

5.6 Management Contracts – The Property Manager/management or operational services company/development consultant of the Corporation shall not have direct or indirect interest in any other business that provides advice, goods, or services to the Corporation.

Commented [DR65]: NEW: Inserted comma

Passed by the Board of Directors and sealed with the corporate seal of the Corporation on the

\_\_\_\_\_ day of \_\_\_\_\_, 2016

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

CONFIRMED at a general meeting of the Members on

\_\_\_\_\_ day of \_\_\_\_\_, 2016

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

SCHEDULE "A"

DECLARATION

**Commented [DR66]:** ORIGINAL SCHEDULE A DELETED: Was a summary of the rules according to the Social Housing Reform Act.

This Schedule A was originally Schedule B.

Notification of Conflict of Interest or Potential Conflict of Interest and Record of Resolution of Conflict of Interest.

Part 1

Name of Non-Profit: Victoria Park Community Homes Inc.

Contact person: Lori-Anne Gagne, Executive Director

Address: 155 Queen Street North  
Hamilton, Ontario L8R 2V7

Part 2 (to be completed by the director, officer, agent or employee with the conflict)

Name:

Address:

Briefly describe the conflict or potential conflict. Add any relevant supporting documentation.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Part 3 (to be completed by the Chairperson of the Board of Directors or designate)

Date of Receipt of Notice:

Date of Meeting at which the conflict was considered:

Did the Board decide a conflict of interest existed as set out in Part 2 above?

No                       Yes

(go to Part A)                      (go to part B)

A) If no, complete the following declaration:

**Commented [DR67]:** AMENDMENT: capitalized "A"

"I certify that the Board of Directors of Victoria Park Community Homes Inc., after considering the potential Conflict of Interest described above, decided that in fact a Conflict of Interest does not exist."

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Commented [DR68]:** NEW: inserted "not"

**Commented [DR69]:** DELETION: Removed request for ratification by the Service Manager. Housing Services Act 2011 has no specific regulation requiring the notification of a service manager.

B) Was the conflict resolved in accordance with Victoria Park Community Homes Inc. **By-Law 11**? Complete only one of the two boxes below.

**Commented [DR70]:** AMENDMENT: Replaced "O. Reg. 339/01" which was part of the Social Housing Reform Act with By-Law 11.

Yes.  
Briefly describe the resolution of the conflict. Add any relevant supporting documentation.  
"I certify this is a true record of the Conflict of Interest and its resolution."

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Commented [DR71]:** DELETION: Removed request for ratification by the Service Manager. Housing Services Act 2011 has no specific regulation requiring the notification of a service manager.

No.

"I certify this is a true record of the Conflict of Interest and that Victoria Park Community Homes Inc. was unable to bring about a resolution. The Chair agrees that there is no reasonable alternative for the housing provider other than entering into the situation, arrangement, or agreement that results in or may result in the conflict of interest."

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Commented [DR72]:** DELETION: Removed request for instruction from the service manager. Housing Services Act 2011 has no specific regulation requiring instruction from a service manager.

**Commented [DR73]:** NEW: Text recommended.

**3.0 Asset Management****Rotary Square – 154 Bronte Street, Milton**

	<i>Direction</i>	<i>Response</i>	<i>Status</i>
3.1	<b>Operational Review Documentation</b> a) To provide the supporting documentation required to complete the operational review by Halton region.	We are not aware of any documentation outstanding. All requested documentation was delivered to the Region of Halton so unless you advise of specific documentation missing, we consider this item completed.	Done
3.2	<b>Fire Safety</b> a) To ensure a list of tenants requiring assistance in an emergency is available for the Fire Department. b) To ensure Tenants receive information on fire prevention and emergency response c) to complete annual updates and reviews of the Fire Safety Plan d) to ensure annual site inspection and approvals are completed by the Municipal Fire Department e) to ensure compliance of all provisions of the Ontario Fire code	Current Fire Safety Plan is under review to ensure we meet all requirements of this direction a), b), c), d) and e). To be completed and provided by June 1.	June 21
3.3	<b>Occupational Health and Safety and WHMIS</b> a) To ensure Certificate of Insurance and proof of WSIB for all contractors is filed and maintained on site  b) To ensure safe and proper storage of hazardous chemicals	a) All certificates of insurance and proof of WSIB for all contractors is filed and maintained at the Hamilton Head Office. It has never been a requirement to have these documents on-site. We believe our Head Office is the best location to ensure they are kept up to date and accessible.  b) We do and will continue to ensure safe and proper storage of hazardous chemicals (review was not specific as to what was not stored properly at time of their inspection).	Dispute  Done
3.4	<b>Preventative Maintenance</b> a) To ensure all electrical is performed and completed to Code as per ESA requirements	We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site as noted in review.	Done

Operational Review 2017 - Summary

3.5	<p><b>Emergency Maintenance Plan</b></p> <p>a) to reach out to churches, malls, recreational centres and other businesses to provide an emergency evacuation centre for Rotary Square</p> <p>b) to ensure on-site staff is trained in emergency response</p> <p>c) to create and maintain on site a list of contractors available for emergency repairs</p>	<p>a)Emergency Evacuation Centre to be sourced by June 21</p> <p>b)On-Site Staff training in emergency response will be scheduled for staff meeting June 13</p> <p>c)List of Contractors available for emergencies has been provided to all staff as of January 15</p>	<p>June 21</p> <p>June 21</p> <p>Done</p>
<b>Recommendations:</b>		<b>Response</b>	<b>Status</b>
3.1	<p><b>Operational Review Preparation</b></p> <p>a) Victoria Park staff was not prepared for the operational review.</p> <p>b) The staff was unable to provide the detailed documents required to be reviewed by Halton Region during the operational review.</p> <p>c) Halton region contacted the Property Manager to provide the details after the original date of the operational review.</p> <p>d) It is recommended that the staff is prepared with the appropriate documentation at the start of the next operational review.</p>	<p>Most of our documents are stored in the head office as there is no onsite office and documents pertain to multiple properties. This made it appear that we were not prepared; we will be better prepared to offer documents on site when inspections are scheduled or communicate the whereabouts of such documents better for the next review.</p>	<p>Done</p>
3.2	<p><b>Preventative Maintenance</b></p> <p>a) It is recommended that Attic space and insulation are inspected (annually or otherwise)</p> <p>b) It is recommended that the Board develop low value Preventive Maintenance contracts for plumbing, electrical and HVAC</p>	<p>a) to be considered by our new engineer on staff and inspections added if necessary. We will provide a further response by June 21.</p> <p>b) general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance as it fits in the operations budget</p>	<p>June 21</p> <p>Done</p>
3.3	<p><b>Site Maintenance</b></p> <p>a) It is recommended that patio slabs are cracked and or sinking</p> <p>b) It is recommended that areas of concrete walkways and parking of retaining walls are in need of repair</p> <p>c) It is recommended that areas of asphalt repairs are required</p>	<p>Items listed for repair/replacement have been included in our 5 year capital plan or scheduled to be repaired thru operations this year.</p>	<p>June 21</p>

Operational Review 2017 - Summary

	<p>d) It is recommended that areas of privacy fencing require repairs</p> <p>e) It is recommended that lighting audit of the back parking lot be conducted, insufficient lighting</p>		
3.4	<p><b>Building Exterior</b></p> <p>a) It is recommended that eaves troughs and downspouts are in need of repair or replacement</p> <p>b) It is recommended that exterior wall mounted exhaust vents be replaced and siding repaired, possible water penetration</p>	<p>Items listed for repair/replacement have been included in our 5 year capital plan or scheduled to be repaired through operations this year and we will provide a further update by June.</p>	June 21
3.5	<p><b>Maintenance and Repairs</b></p> <p>a) It is recommended that a maintenance/ repair program be in place for building components</p>	<p>Items requiring repair/replacement have been included in our 5 year capital plan or scheduled to be repaired through operations this year</p>	Done

**Victoria Village – 2461 Whittaker Drive, Burlington**

	<b><i>Directions:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	<p><b>Operational Review Documentation</b></p> <p>a) To provide the supporting documentation required to complete the operational review by Halton region.</p>	<p>We are not aware of any documentation outstanding. All requested documentation was delivered to the Region of Halton so unless you advise of specific documentation missing, we consider this item completed.</p>	Done
3.2	<p><b>Fire Safety</b></p> <p>a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department.</p> <p>b) Ensures annual site inspection and approvals are completed by the Municipal Fire Department</p> <p>c) Ensure compliance of all provisions of the Ontario Fire Code</p>	<p>a) This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the Fire Dept.? There is no common space like an apartment building.</p> <p>b) The Fire Dept. is welcome to complete annual site inspections but how does the landlord ensure that it is completed?</p> <p>c) We do comply with the Ontario Fire Code. It is not noted that something was deemed not to during the review so unless you advise of specific documentation missing, we consider this item completed.</p>	<p>Pending More Info</p> <p>Pending More Info</p> <p>Done</p>



Operational Review 2017 - Summary

3.3	<p><b>Occupational Health and Safety and WHMIS</b>  a) Ensure Certificate of Insurance and proof of WSIB for all contractors is filed and maintained on site</p>	<p>All certificates of insurance and proof of WSIB for all contractors is filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored? It would be difficult to keep up to date.</p>	Dispute
3.4	<p><b>Preventative Maintenance</b>  a) Ensure all electrical is performed and completed to Code as per ESA requirements and that a Maintenance Service Contract be in place</p>	<p>We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site as noted in review.</p>	Done
3.5	<p><b>Emergency Maintenance Plan</b>  a) Reach out to churches, malls, recreational centres and other businesses to provide an emergency evacuation centre for Victoria Village   b) Ensure on-site staff is trained in emergency response   c) Create and maintain on site a list of contractors available for emergency repairs</p>	<p>a) Emergency Evacuation Centre to be sourced by June 21   b) On-Site Staff training in emergency response will be scheduled for staff Meeting June   c)List of Contractors available for emergency have been provided to all staff as of January 15</p>	<p>June 21   June 21   Done</p>
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<p><b>Operational Review Preparation</b>  a) Victoria Park staff was not prepared for the operational review.  b) The staff was unable to provide the detailed documents required to be reviewed by Halton Region during the operational review.  c) Halton region contacted the Property Manager to provide the details after the original date of the operational review.  d) It is recommended that the staff is prepared with the appropriate documentation at the start of the next operational review.</p>	<p>Unfortunately a lot of documents are stored in the head office as there is no onsite office and documents pertain to other properties as well. This made it appear that we were not prepared; we will be better prepared to offer documents on site when inspections are scheduled or communicate where they are kept better for the next review.</p>	Done
3.2	<p><b>Preventive Maintenance</b>  a) It is recommended that Attic space and insulation are inspected (annually or otherwise)   b) It is recommended that the Board develop low value maintenance contracts for plumbing (sump pumps), electrical and HVAC</p>	<p>a) to be considered by our new engineer on staff   b) general plumbing and electrical and furnace contractor contracts are located at the head office.</p>	Done

Operational Review 2017 - Summary

<p><b>3.3</b></p>	<p><b>Site Maintenance</b>  a) It is recommended that extensive tree pruning and hedge trimming is required   b) It is recommended that areas of concrete walkways are in need of repair   c) It is recommended that areas of asphalt repairs are required   d) It is recommended that areas of privacy and perimeter fencing on west side of property requires repair   e) It is recommended that the shingles on the storage shed be replaced   f) It is recommended that the retaining walls adjacent to unit 5 walkway be replaced</p>	<p>Items listed for repair/replacement have been included in our 5 year capital plan or scheduled to be repaired through operations this summer.   We will provide an update on our progress by June.</p>	<p>June 21</p>
<p><b>3.4</b></p>	<p><b>Building Exterior</b>  a) It is recommended that areas of brick work and repointing is required   b) It is recommended that areas of vinyl siding is in need of repair or replacement   c) It is recommended that windows be replaced   d) It is recommended that garage doors and frames be repaired and/or replaced</p>	<p>Items listed for repair/replacement have been included in our 5 year capital plan or scheduled to be repaired through operations this summer.   We will provide an update on our progress by June.</p>	<p>June 21</p>
<p><b>3.5</b></p>	<p><b>Vacant/ Occupied units</b>  a) It is recommended that unit 11 undergo an extensive renovation</p>	<p>Work was completed on vacant unit and new tenant moved in July 1</p>	<p>Done</p>
<p><b>3.6</b></p>	<p><b>Maintenance and Repairs</b>  a) It is recommended that a maintenance/repair program be in place for building component</p>	<p>Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office</p>	<p>Done</p>

**Victoria Park – 209 Springfield Crescent, Waterloo**

	<b><i>Directions:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
<p><b>3.1</b></p>	<p>Inspect retaining wall for stability and safety. If repairs are required it is directed these be done ASAP.</p>	<p>A review of the retaining wall was added to 2018 capital plan.   We will provide an update on our progress by June.</p>	<p>June 21</p>
<p><b>3.2</b></p>	<p>Determine who owns the chain link fence along University Ave as it requires repair/replacement</p>	<p>We own the chain link fence and sections were replaced Summer</p>	<p>Done</p>

Operational Review 2017 - Summary

		2017.	
3.3	The vegetation is overgrown and must be maintained ASAP. The Region will inspect the site and make sure this has been completed.	Completed summer 2017	Done
3.4	The capital plan is continually updated on a regular basis to reflect urgent needs at each site (based on the BCA and up to date site inspections) and appropriate budgeting takes into consideration overall capital reserve totals. Currently the capital plan needs to be revised as it has SHIP projects scheduled which can be removed and the money reallocated to other projects. On that 5 year capital plan, there should be window and door replacements.	Review of the 5 year Capital Plan was done in late 2017 and revised as directed. Region is doing BCAs in 2018 and Asset Planner will be updated when results are received	Done
3.5	The current 5 year capital plan must be amended to reflect new projects, presented to the board for approval.	See Note Above	Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	Review vendor files and make sure that one exists.	Vendor files are kept at Hamilton Head Office for all vendors	Done
3.2	Follow-up on how capital projects and operating projects are being updated in Asset Planner or other system is done in a timely manner.	Asset Planner has now been implemented and processes are being set up in 2018	Done
3.3	Remind Housing Provider that a 5 year capital plan for each site must be completed, presented to the board for approval and sent to the Region of Waterloo on a yearly basis at time of the ASE submission.	Reminder received and noted for annual ASE submissions	Done

**Millcreek Terrace – 284 Clyde Road, Cambridge**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	Capital planning is on-going yearly, adequate budgeting for work and utilization of the any Building Condition Audit is used to plan when projects should be done.	Review of the 5 year Capital Plan was done in late 2017 and revised as directed. Region is doing BCAs in 2018 and Asset Planner will be updated when results are received and plan revised for 2019 if necessary	Done
3.2	The windows must be replaced and budgeted and completed within the next 5 years.	Review of the 5 year Capital Plan was done in late 2017 and revised as directed.	Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	Look at having the exterior lighting replaced with LED fixtures and new lamp standards within 2017/2018	Review of the 5 year Capital Plan was done in late 2017 and revised as directed.	Done

**39 Paulander Drive, Kitchener**

	<b><i>Directions:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	The windows are original and must be incorporated into the current 5 year capital plan. The capital plan is continually updated on a regular basis to reflect urgent needs at each site (based on the BCA and up to date site inspections) and appropriate budgeting takes into consideration overall capital reserve totals. Currently the capital plan needs to be revised as it has SHIP projects scheduled which can be removed and the money reallocated to other projects. On that 5 year capital plan, there should be window and door replacements.	Review of the 5 year Capital Plan was done in late 2017 and revised as directed. Region is doing BCAs in 2018 and Asset Planner will be updated when results are received and plan revised for 2019 if necessary	Done
3.2	The current 5 year capital plan must be amended to reflect new projects, presented to the board for approval.	Review of the 5 year Capital Plan was done in late 2017 and revised as directed.	Done
	<b><i>Recommendations:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	For more accessibility and ease of movement around the site, it is recommended that curbs and sidewalks be cut to allow for a slope/ramp to be installed.	This item is scheduled to be reviewed as recommended this summer and any repairs done through operations or if replacement required, the capital plan will be amended. We will provide an update by June.	<b>June 21</b>
3.2	The board should review vendor files and make sure that one exists.	Vendor files are kept at Hamilton Head Office for all vendors	<b>Done</b>
3.3	Follow-up on how capital projects and operating projects are being updated in Asset Planner or other system is done in a timely manner.	Asset Planner has now been implemented and processes are being set up in 2018	<b>Done</b>
3.4	Remind Housing Provider that a 5 year capital plan for each site must be completed, presented to the board for approval and sent to the Region of Waterloo on a yearly basis at time of the ASE submission.	Reminder received and noted for annual ASE submissions	<b>Done</b>

**Gosford Park – 80 Gilcrest Street, Hamilton**

	<b><i>Directions:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	<b>Fire Safety</b> a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department;	a) This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.	Pending More Info

Operational Review 2017 - Summary

	<p>b) annual site inspections and approvals are completed by the Municipal Fire Department;</p> <p>c) compliance with all provisions of the Ontario Fire Code;</p>	<p>b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?</p> <p>c) We do comply with the Ontario Fire Code. It is not noted that something was deemed not to comply during the review so unless you advise of specific documentation missing, we consider this item completed.</p>	<p>Pending More Info</p> <p>Done</p>
3.2	<p><b>Occupational Health and Safety and WHMIS</b></p> <p>a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site;</p>	<p>All certificate of insurance and proof of WSIB for all contractors is filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored? It would be difficult to keep up to date</p>	<p>Dispute</p>
3.3	<p><b>Preventative Maintenance</b></p> <p>a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place;</p> <p>b) concrete walkways are repaired and/or replaced, as required, to mitigate any future liability or injury to persons;</p> <p>c) all asphalt be repaired and/or replaced, as required, to mitigate any future liability or injury to persons;</p> <p>d) all privacy and perimeter fencing be replaced and/or repaired to mitigate any future liability or injury to persons;</p> <p>e) the playground equipment is inspected and certified annually;</p>	<p>a) We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site</p> <p>b) c) and d) Review of the 5 year Capital Plan was done in late 2017 and revised as directed.</p> <p>Scheduled to be done by June</p>	<p>Done</p> <p>Done</p> <p>June 21</p>
3.4	<p><b>Vacant/Occupied units</b></p> <p>a) required renovations for unit 44 are budgeted as part of the capital plan and/or included in any future capital funding requests;</p>	<p>Work completed as planned; Service Manager re-inspected prior to new tenant moving in.</p>	<p>Done</p>
3.5	<p><b>Emergency Maintenance Plan</b></p> <p>a) an emergency evacuation centre is determined and arranged for Gusford Park;</p> <p>b) on-site staff is trained in emergency response; and</p>	<p>a) Emergency Evacuation Centre to be sourced by June</p> <p>b) On-Site Staff training in emergency response will be scheduled for staff</p>	<p>June 21</p> <p>June 21</p>

Operational Review 2017 - Summary

	c) A list of contractors is available on site for emergency repairs.	Meeting June 13 c)List of Contractors available for emergencies has been provided to all staff as of January 15	Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value preventive maintenance contracts for plumbing (sump pumps), electrical and HVAC;	General plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Building Exterior</b> a) budget for and initiate the replacement of windows and sliding doors;  b) budget for and initiate the replacement of all roofs;  c) ensure that all eaves troughs are inspected and cleaned out annually;  d) ensure that all exterior pole mounted lights are replaced and/or repaired	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended in a) b) c) d)  We will provide an update on our progress by June.	June 21
3.3	<b>Maintenance and Repairs</b> a) Develop and implement a maintenance/repair program be in place for building components.	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office	Done

**Pinewood Gardens – 408 Rymal Road E., Hamilton**

	<b>Directions:</b>	<b>Date Due</b>	<b>Status</b>
3.1	<b>Fire Safety</b> a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department;  b) annual site inspections and approvals are completed by the Municipal Fire Department;  c) there is compliance with all provisions of the Ontario Fire Code;	a)This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.  b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?  c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so pending further clarification we consider this item complete.	Pending More Info  Pending More Info  Done

Operational Review 2017 - Summary

3.2	<p><b>Occupational Health and Safety and WHMIS</b></p> <p>a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site;</p>	<p>All certificates of insurance and proof of WSIB for all contractors are filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored and it would be difficult to keep up to date</p>	Dispute
3.3	<p><b>Preventative Maintenance</b></p> <p>a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place;</p>	<p>We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site</p>	Done
3.4	<p><b>Site Maintenance</b></p> <p>a) areas of concrete walkways are repaired and/or replaced, as required, to mitigate any future liability or injury to persons;</p> <p>b) areas of asphalt be repaired and/or replaced, as required, to mitigate any future liability or injury to persons;</p> <p>c) privacy and perimeter fencing be repaired and/or replaced, as required, to mitigate any future liability or injury to persons;</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as directed – not sure that this is not a cut and paste from 80 Gilcrest.</p>	Done
3.5	<p><b>Emergency Maintenance Plan</b></p> <p>a) an emergency evacuation centre is determined and arranged for Pinewood Gardens;</p> <p>b) on-site staff are trained in emergency response; and</p> <p>c) A list of contractors is available onsite for emergency repairs.</p>	<p>a)Emergency Evacuation Centre to be sourced by June</p> <p>b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13</p> <p>c)List of Contractors available for emergencies has been provided to all staff as of January 15</p>	<p>June 21</p> <p>June 21</p> <p>Done</p>
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<p><b>Preventative Maintenance</b></p> <p>a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC;</p>	<p>general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.</p>	Done
3.2	<p><b>Maintenance and Repairs</b></p> <p>a) Develop and implement maintenance/ repair program for building components.</p>	<p>Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office.</p>	Done

**Sprucedale Gardens – 450 Rymal Road E., Hamilton**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<p><b>Fire Safety</b></p> <p>a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department;</p> <p>b) annual site inspections and approvals are completed by the Municipal Fire Department;</p> <p>c) compliance with all provisions of the Ontario Fire Code</p>	<p>a) This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.</p> <p>b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?</p> <p>c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so pending further clarification we consider this item complete.</p>	<p>Pending More Info</p> <p>Pending More Info</p> <p>Done</p>
3.2	<p><b>Occupational Health and Safety and WHMIS</b></p> <p>a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site;</p>	<p>All certificates of insurance and proof of WSIB for all contractors are filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored? It would be difficult to keep up to date</p>	Dispute
3.3	<p><b>Preventative Maintenance</b></p> <p>a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place;</p>	<p>We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site.</p>	Done
3.4	<p><b>Site Maintenance</b></p> <p>a) areas of concrete walkways are repaired and/or replaced, as required, to mitigate against future liability or injury to persons;</p> <p>b) areas of perimeter fencing on east side of property are repaired and/or replaced, as required, to mitigate against future liability or injury to persons;</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as directed.</p> <p>We will provide an update by June.</p>	June 21
3.5	<p><b>Emergency Maintenance Plan</b></p> <p>a) an emergency evacuation centre is determined and arranged for Sprucedale Gardens;</p> <p>b) on-site staff are trained in emergency response; and</p>	<p>a) Emergency Evacuation Centre to be sourced by June.</p> <p>b) On-Site Staff training in emergency response will be scheduled for staff</p>	<p>June 21</p> <p>June 21</p>



Operational Review 2017 - Summary

	c) A list of contractors is available on site for emergency repairs.	Meeting June 13 c)List of Contractors available for emergencies has been provided to all staff as of January 15.	Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC;	general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Building Exterior</b> a) extend the ramp at the back of unit #16 to the sidewalk;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended. We will provide an update on our progress by June.	June 21
3.3	<b>Maintenance and Repairs</b> a) Develop and implement a maintenance/repair program for building components.	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office	Done

**Lolcoma Court – 525 Stone Church Road E., Hamilton**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Fire Safety</b> a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department.  b) annual site inspections and approvals are completed by the Municipal Fire Department  c) compliance with all provisions of the Ontario Fire code	a)This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.  b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?  c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so pending further clarification we consider this item complete.	Pending More Info  Pending More Info  Done
3.2	<b>Occupational Health and Safety and WHMIS</b> a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site	All certificates of insurance and proof of WSIB for all contractors are filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored and it would be difficult to keep up to date	Dispute

Operational Review 2017 - Summary

3.3	<b>Preventative Maintenance</b> a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place	We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site	Done
3.4	<b>Site Maintenance</b> a) front steps that have sunk be repaired and/or replaced to mitigate against future liability and injury to persons;	Review of the 5 year Capital Plan was done in late 2017 and revised as directed.	Done
	c) the perimeter fencing on west side of property be repaired to mitigate against future liability and injury to persons;	Perimeter fencing on west side of property was replaced prior to Dec 31/17	Done
	d) the playground equipment be inspected and certified annually;	Playground to be inspected by June	June 21
3.5	<b>Emergency Maintenance Plan</b> a) an emergency evacuation centre is determined and arranged for Lolcoma Court	a)Emergency Evacuation Centre to be sourced by June	June 21
	b) on-site staff are trained in emergency response	b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13	June 21
	c) a list of contractors is available on site for emergency repairs	c)List of Contractors available for emergencies has been provided to all staff as of January 15	Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC	general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Building Exterior</b> a) replace and/or repair areas of vinyl siding, as required; b) hire an engineer to investigate areas of masonry work where water is leaking into the masonry; c) ensure all eaves troughs be inspected and cleaned out annually;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended.	June 21
		We will provide an update on our progress by June.	
3.3	<b>Maintenance and Repairs</b> a) develop and implement a maintenance/ repair program be in place for building components	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office	Done

**Londonderry – 831 Queenston Road, Stoney Creek**

	<b><i>Directions:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	<b>Emergency Maintenance Plan</b> a) an emergency evacuation centre is determined and arranged for Londonderry b) on-site staff are trained in emergency response c) a list of contractors is available onsite for emergency repairs	a)Emergency Evacuation Centre to be sourced by June b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13 c)List of Contractors available for emergencies has been provided to all staff as of January 15	June 21   June 21  Done
3.2	<b>2.Building Exterior</b> a) areas where water penetration is evident in the walls be further investigated; b) the roof be replaced as indicated by the Building Condition Audit completed in 2016 and the infrared scan of the roof; c) the large amount of litter/debris between the fence and the property to the east be cleaned up; d) the entire wood perimeter fence on the west side be replaced	a)this item is part of the SHIP funding project underway now b) Roof replacement scheduled for 2018 c)Done d) Review of the 5 year Capital Plan was done in late 2017 and revised as directed.	Done  Done  Done  Done
3.3	<b>Vacant/Occupied Units</b> a) that the smoke alarm in unit #903 (hallway) be installed	This work was completed immediately after inspections	Done
	<b><i>Recommendations:</i></b>	<b><i>Response</i></b>	<b><i>Status</i></b>
3.1	<b>Operational Review Preparation</b> a) ensure staff are prepared for the Operational Review (the Property Manager was not punctual even though the date and time were agreed upon by all parties);	Noted; staff will attempt to be on time next Operational Review	Done
3.2	<b>Maintenance and Repairs</b> a) ensure that the emergency generator is operational and provide confirmation; b) Investigate the staining of ceiling tiles in most of the hallways.	a) There is no problem with the emergency generator at this location	Done

**Forest Park – 1049 Rymal Road E., Hamilton**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<p><b>Fire Safety</b></p> <p>a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department;</p> <p>b) annual site inspections and approvals are completed by the Municipal Fire Department;</p> <p>c) compliance with all provisions of the Ontario Fire Code;</p>	<p>a) This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.</p> <p>b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?</p> <p>c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so pending further clarification we consider this item complete.</p>	<p>Pending More Info</p> <p>Pending More Info</p> <p>Done</p>
3.2	<p><b>Occupational Health and Safety and WHMIS</b></p> <p>a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site;</p>	<p>All certificates of insurance and proof of WSIB for all contractors are filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored and it would be difficult to keep up to date.</p>	Dispute
3.3	<p><b>Preventative Maintenance</b></p> <p>a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place;</p>	<p>We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site</p>	Done
3.4	<p><b>Site Maintenance</b></p> <p>a) repair areas of the concrete walkways as required to mitigate potential liability and injury to persons;</p> <p>b) repair areas of the asphalt as required to mitigate potential liability and injury to persons;</p> <p>c) repair areas of privacy and perimeter fencing on west side of property as required;</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as directed to include a) b) and c).</p> <p>We will provide an update on our progress by June.</p>	June 21
3.5	<p><b>Building Maintenance</b></p> <p>a) budget to replace roofs and/or</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as directed.</p>	Done
3.6	<p><b>Emergency Maintenance Plan</b></p> <p>a) an emergency evacuation centre is</p>	<p>a) Emergency Evacuation Centre to be</p>	June 21

Operational Review 2017 - Summary

	determined and arranged for Forest Park;  b) on-site staff are trained in emergency response; and  c) A list of contractors is available onsite for emergency repairs.	sourced by June  b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13  c)List of Contractors available for emergencies has been provided to all staff as of January 15	June 21  Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC	general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Site Maintenance</b> a) replace shingles on the storage shed;  b) replace retaining walls adjacent to unit 5 walkway;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended a) & b).  We will provide an update our progress by June.	June 21
3.3	<b>Building Exterior</b> a) repair or replace eaves troughs as required  b) replace windows and sliding doors as required  c) inspect all exterior light fixtures and replace missing covers	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended a), b) & c).  We will provide an update our progress by June.	June 21
3.4	<b>Maintenance and Repairs</b> a) create a maintenance/ repair program be in place for building components	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office	Done

**Cedar Ridge Place – 1517 Upper Wentworth Ave., Hamilton**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Fire Safety</b> a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department.  b) annual site inspections and approvals are completed by the Municipal Fire Department	a)This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.  b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?	Pending More Info  Pending More Info

Operational Review 2017 - Summary

	c) compliance with all provisions of the Ontario Fire Code	c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so without further clarification we will consider this complete.	Done
3.2	<b>Occupational Health and Safety and WHMIS</b> a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site	All certificates of insurance and proof of WSIB for all contractors are filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored? It would be difficult to keep up to date	Dispute
3.3	<b>Preventative Maintenance</b> a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place	We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site	Done
3.4	<b>Emergency Maintenance Plan</b> a) an emergency evacuation centre is determined and arranged for Cedar Ridge Place b) on-site staff are trained in emergency response c) a list of contractors is available onsite for emergency repairs	a)Emergency Evacuation Centre to be sourced by June b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13 c)List of Contractors available for emergencies has been provided to all staff as of January 15	June 21 June 21 Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC	general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Building Exterior</b> a) hire an engineer to identify the problem area of brick work over the entrances and repair as needed; b) replace all windows and doors; c) repair and/or replace garage doors and frames, as required;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended.  We will provide an update on our progress by June.	June 21

## Operational Review 2017 - Summary

3.3	<b>Maintenance and Repairs</b> a) Develop a maintenance/repair program for building components.	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office.	Done
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**MacQuish Court – 1616 Upper Gage Ave., Hamilton**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Fire Safety</b> a) A list of tenants/members requiring assistance in an emergency is available for the Fire Department;  b) annual site inspections and approvals are completed by the Municipal Fire Department;  c) compliance with all provisions of the Ontario Fire Code;	a) This is not typically something we have been required to do in a townhouse development; where would we store this list so that it is easily available to the fire dept? There is no common space like an apartment building.  b) The Fire Dept is welcome to complete annual site inspection but how does the landlord ensure that it is completed?  c) We do comply with of the Ontario Fire Code. It is not noted that something was deemed not to during the review so unless we receive further clarification we will consider this item complete.	Pending More Info   Pending More Info  Done
3.2	<b>Occupational Health and Safety and WHMIS</b> a) Certificate of Insurance and proof of WSIB for all contractors are filed and maintained on site;	All certificate of insurance and proof of WSIB for all contractors is filed and maintained at the Hamilton Head Office. This documentation has never been a requirement before to be on-site and where would it be stored? It would be difficult to keep up to date	Dispute
3.3	<b>Preventative Maintenance</b> a) all electrical work is performed and completed to Code as per ESA requirements and that Maintenance Service Contract be in place;	We have a current contract with ESA and all electrical work is logged and inspected annually by the ESA. Contract is kept at the head office; log book is on site	Done
3.4	<b>Site Maintenance</b> a) replace concrete walkways and sidewalks;  b) replace areas of asphalt;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended.  We will provide an update on our progress by June.	June 21
3.5	<b>Emergency Maintenance Plan</b> a) an emergency evacuation centre is	a) Emergency Evacuation Centre to be	June 21

Operational Review 2017 - Summary

	determined and arranged for MacQuish Court;  b) on-site staff are trained in emergency response; and  c) A list of contractors is available onsite for emergency repairs.	sourced by June.  b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13  c)List of Contractors available for emergencies has been provided to all staff as of January 15	June 21  Done
	<b>Recommendations:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Preventative Maintenance</b> a) develop low value Preventive Maintenance contracts for plumbing (sump pumps), electrical and HVAC	general plumbing and electrical contracts are located at the head office; contractors are called in as needed for any preventative maintenance.	Done
3.2	<b>Site Maintenance</b> a) repair privacy fencing, as required;	Privacy Fencing to be repaired as needed through Operations during the summer.	June 21
3.3	<b>Building Exterior</b> a) hire an engineer to review and provide a scope of work for the masonry work and repointing as required;  b) replace the windows;  c) have the playground equipment inspected and certified on an annual basis;	Review of the 5 year Capital Plan was done in late 2017 and revised as recommended a) and b).  We will provide an update on our progress by June.  Playground Inspections are Scheduled to be done by June.	June 21  June 21  June 21
3.4	<b>Maintenance and Repairs</b> a) Develop maintenance/ repair program for building components.	Every property has its own Preventative Maintenance Program; current year is kept on site and past years filed at the head office	Done

**Breaburn – 1 Hamilton Street S., Waterdown**

	<b>Directions:</b>	<b>Response</b>	<b>Status</b>
3.1	<b>Operational Review - Staff</b> a) To ensure that the Property Manager is on site during the site inspections for the Operational Review	Experienced on-site staff were on site and prepared to complete the property tour with Service Manager. Unfortunately, the Property Manager was not able to make it. It has been noted as it has been pointed out 2x in this Operational Review Summary (once as a directive and once as a recommendation) and Property Managers will be available for next Operational Review.	Done



Operational Review 2017 - Summary

<p><b>3.2</b></p>	<p><b>Emergency Maintenance Plan</b></p> <p>a) Reach out to churches, malls, recreational centres and other businesses to provide an emergency evacuation centre for Victoria Village</p> <p>b) Ensure on-site staff is trained in emergency response</p> <p>c) Create and maintain on site a list of contractors available for emergency repairs</p>	<p>a)Emergency Evacuation Centre to be sourced by June</p> <p>b)On-Site Staff training in emergency response will be scheduled for staff Meeting June 13</p> <p>c)List of Contractors available for emergency have been provided to all staff as of January 15</p>	<p>June 21</p> <p>June 21</p> <p>Done</p>
<p><b>3.3</b></p>	<p><b>Building Exterior</b></p> <p>a) It is recommended area of brick work and repointing is required</p> <p>b) It is recommended that areas of vinyl siding is in need of repair or replacement</p> <p>c) It is recommended that the roof be replaced as noted in the Building Condition Audit completed in 2016</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as recommended a), b) and c).</p> <p>We will provide an update on our progress by June.</p>	<p>June 21</p>
<p><b>3.4</b></p>	<p><b>Maintenance and Repairs</b></p> <p>a) It is recommended that the emergency generator be replaced as soon as possible as it has not been operational since March 2017</p> <p>b) It is recommended that there is monitoring of the cracks in the parking garage in the southwest corner by parking spot #10 with further investigation by an engineer</p>	<p>Review of the 5 year Capital Plan was done in late 2017 and revised as recommended a) &amp; b).</p> <p>We will provide an update on our progress by June.</p>	<p>June 21</p>
<p><b>Recommendations:</b></p>		<p><b>Response</b></p>	<p><b>Status</b></p>
<p><b>3.1</b></p>	<p><b>Operational Review Preparation</b></p> <p>a) Victoria Park staff was not prepared for the Operation Review as the Property Manager was not on site as requested by the Service Manager</p>	<p>Experienced on-site staff were on site and prepared to complete the property tour with Service Manager. Unfortunately, the Property Manager was not able to make it. It has been noted as it has been pointed out 2x in this Operational Review Summary (once as a directive and once as a recommendation) and Property Managers will be available for next Operational Review</p>	<p>Done</p>