

# Nova Scotia's Social Housing Apartment Renovation Program (SHARP) Capital Repairs Work Undertaken in the Co-operative Sector

In 2014 Housing Nova Scotia (HNS) initiated a funding program to assist affordable housing providers in the Province by undertaking critical capital repair projects. This initiative was known as HNS's Social Housing Apartment Renovation Program (SHARP).

## SHARP

From 2014-2018, SHARP provided funding to several Co-Ops, enabling them to tackle major construction and renovation projects. The Cooperative Housing Federation of Canada (CHF Canada) as well as CHF Canada Atlantic region, and Housing Services Corporation (HSC) partnered together for the successful execution of this program.

In this partnership, CHF Canada provided asset management expertise to Co-Ops by guiding them through the program requirements and connecting Co-Op Boards with HSC's Technical Services team. HSC's Tech Services team provided boots on the ground procurement, project management, and technical oversight of the capital work, repairs and renovations.

Through this collaboration, innovative solutions were undertaken to address major repairs and renovations, contributing to the ongoing sustainability and long-term viability of Nova Scotia's affordable housing sector.

## FIRST STEPS

For participating Co-ops, the first step in undertaking the major repairs was to consult their Building Condition Assessments (BCAs). BCA's are an essential tool to highlight areas in need as well as provide cost estimates to complete the work.

CHF Canada and HSC assisted providers in updating BCAs if required, and in interpreting the study findings to identify critical repair items and estimated costs.

## BY THE NUMBERS

**\$9.5 Million**  
TOTAL VALUE OF CAPITAL REPAIRS

**24**  
TOTAL DISTINCT PROJECTS

**21**  
NUMBER OF CO-OPS RENOVATED

## AREAS SERVICED



**The project management services were very professional and we always felt the project was handled well. We were kept well informed and supported. This is the best experience with a project management company we have had.**

~Trillium Co-Operative

## INNOVATIVE APPROACH

A major objective for all parties in SHARP was to stretch the project budgets as far as possible in order to maximize the amount of repairs that could be undertaken. To do this, two strategies were employed by HSC Project Managers.

The first strategy one was to use a design-bid-build construction approach in tendering the work. Using this method created a highly desirable procurement environment and attracted many vendors that were new to the Co-op housing sector. This approach encouraged competitive pricing and bids of high quality.

The second strategy was to use a phased approach to the work at each site. Each project was broken into multiple tender packages. Using this approach removed the need to use a General Contractor; therefore, eliminating the typical markups for their services, which can range from 10%-20% price increase. These strategies allowed HSC to complete the entire desired scope of work at all building sites and, in many cases, provided Co-Op Boards with a budget surplus that allowed for additional scope items to be tackled as part of the project.

## MAXIMIZING FUNDING DOLLARS

Throughout SHARP delivery, CHF Canada and Atlantic Region worked in partnership with HSC to communicate with Co-Op Boards how projects were progressing, troubleshoot any issues, and regularly update HNS on the program's milestones achieved.

Collaboration with Co-op Clients and CHF Canada was a critical component to the projects' success. Any issues that arose in association with the massive repairs were smoothly navigated to the satisfaction of all stakeholders. By March 2018, all projects at participating buildings were completed as per the program's deadline.

Housing Nova Scotia's SHARP initiative demonstrates the value of multiple stakeholders partnering together to deliver innovative solutions for the Co-Op housing sector, as well as contributing to the ongoing sustainability of affordable housing in Atlantic Canada.

## BEFORE



## DURING



## AFTER



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