

Agenda
Housing York Inc. Board of Directors

December 2, 2020

9 a.m.

Electronic Meeting

Quorum: 6

Page No.

A. Call to Order

B. Disclosures of Interest

C. Approval of Minutes

**C.1. Minutes of the Housing York Inc. Board of Directors Meeting held
on November 4, 2020**

1

D. Presentations

D.1. Housing York Inc. Monthly Activity Update

Kathy Milsom, General Manager, Housing Services

(See Item F.1)

D.2. Building Better Together: 2021 Housing York Inc. Business Plan

Jody DeGagne, Manager, Housing Strategy & Program Delivery,
Housing Services

E. Deputations

None

F. Communications

5

F.1. Housing York Inc. Monthly Activity Update

Memorandum from Kathy Milsom, General Manager, Housing Services dated November 12, 2020

Recommendation: Receive

G. Reports

G.1. Building Better Together: 2021 Housing York Inc. Business Plan

11

Report dated November 11, 2020 from the General Manager recommending that:

1. The Board of Directors approve the 2021 Housing York Inc. Business Plan (Attachment 1).

G.2. Strategic Initiatives Reserve Limit Increase

29

Report dated November 11 from the General Manager recommending that:

1. The Housing York Inc. Board of Directors approves increasing the Strategic Initiatives Reserve limit from \$3.5 million to \$5 million.

G.3. Parkland Relief Request for the Development at 5676 Main Street in the Town of Whitchurch-Stouffville

33

Report dated November 11, 2020 from the General Manager recommending that:

1. The Housing York Inc. Board of Directors support requesting relief of parkland dedication requirements and cash in lieu of fees from the Town of Whitchurch-Stouffville, for the affordable housing development located at 5676 Main Street, in the Town of Whitchurch-Stouffville.

G.4. Name Proposal for the Development Site in the City of Markham

37

Report dated November 11, 2020 from the General Manager recommending that:

1. The Housing York Inc. Board of Directors authorize the development project located at 4310 Highway 7 East, in the City of Markham to be named Unionville Commons.

G.5. Modular Home Development on Housing York Inc. Property

41

Report dated November 19, 2020 from the General Manager recommending that:

1. The Board of Directors approve moving forward with a modular home development at 20898 Dalton Road, in the Town of Georgina (Attachment 1), subject to the Region's approval.
2. This report be circulated to the Town of Georgina requesting their consideration of fast tracking required approvals.

H. Other Business

I. Private Session

None

J. Adjournment



Minutes

Housing York Inc. Board of Directors

November 4, 2020

Electronic Meeting

Directors: W. Emmerson, J. DiPaola, V. Hackson, D. Hamilton, J. Heath,
I. Lovatt, T. Mrakas, S. Pellegrini, M. Quirk, G. Rosati, J. Taylor,
T. Vegh

Staff: C. Abankwa, D. Balneaves, L. Bigioni, P. Casey, K. Chislett,
C. Clark, J. DeGagne, C. Goodeve, K. Hobbs, C. Ibarra,
M. McEnroe, K. Milsom, R. Profitt, J. Scholten, K. Strueby,
M. Willson

A. Call to Order

The Housing York Inc. Board meeting was called to order at 9:01 a.m. with Mayor Taylor in the Chair.

B. Disclosures of Interest

None

C. Approval of Minutes

C.1 Minutes of the Housing York Inc. Board of Directors Meeting held on October 7, 2020

Moved by Regional Councillor Hamilton

Seconded by Regional Councillor DiPaola

That the Board confirm the Minutes of the Housing York Inc. Board of Directors meeting on October 7, 2020.

Carried

D. Presentations

D.1 Housing York Inc. Monthly Activity Update

Moved by Mayor Pellegrini

Seconded by Mayor Mrakas

That the Board receive the presentation by Kathy Milsom, General Manager, Housing Services.

Carried

D.2 Building Better Together: Housing York Inc. 2021 to 2024 Strategic Plan

Moved by Regional Councillor Heath

Seconded by Mayor Hackson

That the Board receive the presentation by Kathy Milsom, General Manager, Housing Services and Jody DeGagne, Manager, Housing Strategy and Program Delivery, Housing Services.

Carried

D.3 Housing York Inc. 2021 Budget

Moved by Regional Councillor Rosati

Seconded by Mayor Pellegrini

That the Board receive the presentation by Kathy Milsom, General Manager, Housing Services and Michelle Willson, Chief Financial Officer, Housing York Inc.

Carried

D.4 Deputation

Moved by Mayor Lovatt

Seconded by Regional Councillor Heath

That the Board receive the deputation from Fred Winegust, on behalf of Reena, regarding the Housing York Inc. 2021-2024 Strategic Plan.

Carried

E. Communications

E.1 Housing York Inc. Monthly Activity Update

Moved by Mayor Pellegrini

Seconded by Mayor Mrakas

That the Board receive the memorandum dated October 15, 2020 from Kathy Milsom, General Manager, Housing Services.

Carried

F. Reports

F.1 Building Better Together: Housing York Inc. 2021 to 2024 Strategic Plan

Moved by Regional Councillor Heath

Seconded by Mayor Hackson

That the Board adopt the following recommendation in the report dated October 16, 2020 from the General Manager:

1. The Board of Directors approve the 2021 to 2024 Housing York Inc. Strategic Plan (Attachment 1).

Carried

F.2 Housing York Inc. 2021 Budget

Moved by Regional Councillor Rosati

Seconded by Mayor Pellegrini

That the Board adopt the following recommendation in the report dated October 15, 2020 from the General Manager and the Chief Financial Officer:

1. The Board of Directors approve Housing York Inc.'s 2021 budget as summarized in Attachment 1.

Carried

F.3 Quarterly Contract Awards - July 1, 2020 to September 30, 2020

Moved by Mayor Lovatt

Seconded by Mayor Quirk

That the Board adopt the following recommendation in the report dated October 14, 2020 from the General Manager:

1. The Housing York Inc. Board of Directors receive this report for information.

Carried

G. Other Business

None

H. Private Session

The Board did not resolve into Private Session.

H.1 Private Minutes of the Housing York Inc. Board of Directors Meeting on October 7, 2020

Moved by Regional Councillor Heath

Seconded by Mayor Pellegrini

That the Board confirm the Private Minutes of the Housing York Inc. Board of Directors meeting on October 7, 2020.

Carried

I. Adjournment

There being no further business, the Board adjourned at 10:27 a.m.

Carol Clark
for Christopher Raynor, Secretary

John Taylor
Chair

MEMORANDUM

To: Directors of Housing York Inc. Board
From: Kathy Milsom, General Manager
Date: November 12, 2020
Re: Housing York Inc. Activity Update

Raising fire safety awareness with local fire services during Fire Prevention Week

Fire Prevention Week takes place in early October to remind residents on how to identify hazards and prevent fires.

Cooking is the leading cause of home fires in Ontario. With more people working and staying at home due to COVID-19, the risk of residential fires has increased. As such, Ontario's Office of the Fire Marshall focused this year's Fire Prevention Week theme on "Serve Up Fire Safety in the Kitchen."

Central York Fire Services, and Georgina Fire and Rescue Services teamed up with Housing York Inc. (HYI) to promote fire safety with residents. Due to COVID-19, on-site events to commemorate the week were not held. Instead, the firefighters packed reusable bags with educational materials on fire safety. HYI delivered over 1,000 bags door-to-door to residents in properties located in the Town of Newmarket, Town of Aurora and Town of Georgina.

In addition to this annual event, HYI reminds residents throughout the year of the importance of fire prevention with handouts, posters and community events. As an example, in September, HYI circulated posters to all residents on physical distancing during fire alarms and tips on preventing cooking fires at home.

Flu shot clinic provided to Keswick Gardens, Town of Georgina residents

York Region Public Health is stressing the importance of getting a flu shot this year to protect residents and help reduce the strain on health care systems responding to COVID-19.

Although HYI common rooms remain closed to general use to help stop the spread of COVID–19, HYI is providing healthcare partners with access to deliver flu shot clinics. As reported at the November Board meeting, flu shot clinics have been offered in partnership with Community Home Assistance to Seniors in HYI buildings where they provide assisted living services to seniors.

Most recently, as part of the community paramedicine program, York Region Paramedic Services collaborated with HYI to provide high-dose flu shots for seniors at Keswick Gardens in the Town of Georgina.

Flu shots were available to all residents in the building from October 22nd to November 26th. To ensure safety, residents were required to call the clinic to speak with a paramedic to complete a COVID–19 screening book an appointment before visiting the building’s common room to get the shot. This process ensured seniors were not lining up and allowed time for cleaning between appointments.

An update from the Mackenzie Green, City of Richmond Hill, resident gardening committee

HYI received the following note from the resident who leads the volunteer gardening committee at Mackenzie Green in the City of Richmond Hill:

“Each year, with the support of HYI, the garden has been expanded to include a variety of plants and flowers.

The spring display of tulips and daffodils is always a big hit with the residents of Mackenzie Green, particularly after the long winter months. With COVID-19 restrictions in place, it was especially important for residents to enjoy the wonders of nature.

The success of the garden would not be possible without the help of volunteers, including two students who were able to receive their student volunteer hours for high school for their help with planting and general clean up in the garden.”

This year, HYI participated in the City of Richmond Hill's Pollinator Protection Program which is designed to help restore butterfly habitat by encouraging residents to plant Monarch-friendly plants and flowers. Over the past several years, the population of the Monarch has been on a major decline and it is hoped that programs like this can help to increase the numbers by improving green space and habitat. A dozen plants conducive to attracting butterflies and bees were planted at Mackenzie Green and will be part of the display next year.

This was one of the best years for the beatification of Mackenzie Green with almost ideal weather conditions throughout the summer. Residents and guests of the building commented on how the garden brings them joy and makes the building a better place to live.

Rent arrears are trending upwards, with limited resumption of Landlord and Tenant Board activity

At the end of October, 193 households owed a total of \$210,000 in rental arrears, a modest increase from the August low of 186 households owing \$173,678.

HYI's normal tenancy management practices were initially suspended in response to COVID-19. HYI stopped issuing Notice to End your Tenancy Early for Non-payment of Rent (N4) in April. In June, HYI began issuing N4s to households that had not established a payment plan as well as to those that fell behind on their payment plan. From June through October, HYI issued 172 N4s to more than 100 households. Most households respond to N4 notices and make reasonable efforts to repay their arrears.

Since August 1st, when the Landlord and Tenant Board resumed operations, HYI has filed 22 of the Application to Evict a Tenant for Non-payment of Rent to Collect Rent the Tenant Owes (L1) forms. Under normal circumstances, the escalation to an L1 is effective for the majority of those households that did not respond to the N4s. In the absence of a repayment plan, the L1 results in a hearing at the Landlord and Tenant Board which can result in an eviction order if the resident persists in non-payment. HYI rarely evicts residents, with only three eviction orders enforced in 2019.

Pre-COVID, hearing dates were typically set within two weeks and held within four to six weeks of the L1 filing. To date, the Landlord and Tenant Board has contacted HYI to schedule a hearing for an application filed in March 2020. No hearing dates have been set for any of the 22 current L1s. There is no indication at present as to when hearings will be scheduled for current applications. While the majority of residents in arrears are making best efforts to repay, 14 of the L1 applications are for residents who have paid little or no rent in months. Delays in the Landlord and Tenant Board process will result in increasing arrears for these households and likely future bad debt.

Leasing continues at Woodbridge Lane, in the City of Vaughan, with Meta Centre as Housing York Inc.'s newest supportive housing partner

Woodbridge Lane is 90% leased. The units remaining to be leased are modified to be barrier-free for people with physical disabilities. In total, 20 per cent of the Woodbridge Lane units are modified. Of these, most are one-bedroom units with the remainder divided between two- and three-bedroom units. Although not required to do so, HYI makes best efforts to match these units to people with disabilities who will benefit from the modifications. As of early November, 17 accessible units remained to be leased. It takes more time to rent these units because best efforts are made to offer the units to people who will benefit from the modifications. The modified unit leasing process included the following steps:

- Modified units were offered to applicants on the Region's modified unit subsidized housing waitlist for Woodbridge Lane, resulting in 13 tenancies.

- Modified units were available during the market leasing process. Although there was some interest, no tenancies resulted from this process.
- Community agencies were invited to submit supportive housing leasing proposals for units.
- Agencies that received the supportive housing request for proposals package were also informed of the availability of subsidized modified units for clients referred by the agencies, through an expedited waitlist review process.
- Finally, HYI began offering units to seniors on the Region's waitlist for Woodbridge Lane, as seniors are likely to benefit from the unit modification as they age in place.

With respect to the supportive housing leasing proposals, HYI has supportive housing partnerships in a number of mixed and family communities. Through these arrangements, people who need supports to live in the community benefit from support services provided by a community agency.

Many community agencies have difficulty finding good quality, accessible and affordable rental housing for their clients. It is not uncommon for HYI to be approached with requests for agency rental units. In the interest of fairness, HYI distributed a leasing opportunity information package to all existing supportive housing partners, Regionally-funded agencies with supportive housing experience, as well as agencies that had contacted the Region to express interest in Woodbridge Lane.

The leasing opportunity package included the criteria HYI would consider when selecting partners, including:

- Agency's supportive housing experience (minimum three years' successful supportive housing experience; landlord references)
- Planned supportive housing service model
- Agency's experience with supporting clients in a multi-residential community setting
- Compatibility with HYI's operational priorities, including financial sustainability and parking management

As Woodbridge Lane does not receive rent subsidies, HYI must achieve a revenue target to sustain operations. In an effort to balance revenue requirements and agencies' affordability challenges, the supportive housing unit rents were set based on the Canada Mortgage and Housing Corporation's average market rents for Vaughan. Average market rents are much lower than actual rents in the market and are generally considered to be affordable. Agencies were also offered the option of leasing office and/or program space in the building. A virtual information session was held for agencies that expressed interest in the opportunity.

HYI received four agency leasing proposals. After reviewing the proposals, HYI selected Meta Centre, a community agency that serves children, youth and adults with developmental disabilities, dual diagnoses and multiple disabilities. HYI is currently finalizing a head-lease agreement with Meta Centre for two, two-bedroom units. The agency will be the tenant, responsible for paying the rent and ensuring compliance with building rules. The agency will select and support their clients who will occupy the units. Meta Centre employees will provide 24/7 on-site support to enable four of their clients (one per bedroom) to live at Woodbridge Lane. Discussions are also in progress for the remaining supportive housing units with another agency that submitted a leasing proposal.

Units not leased through these efforts will be rented through HYI's normal processes, maximizing the number of subsidized units that can be provided while still achieving the rental revenue target.

Housing Development Updates

Maplewood Place, City of Richmond Hill – makeup air unit replacement

Construction to replace the makeup air units located on the roof at Maplewood Place started in October 2020 and will be completed in December 2020. The two existing makeup air units were originally installed in 1997 and need replacement, as both units have exceeded their useful life. The new makeup air units will include both heating and cooling, and will service all common areas.

Unionville Seniors Affordable Housing Development, City of Markham – ongoing construction work

Martinway, the general contractor for this project, continues to progress with work on the underground parking area, including building foundations, columns, waterproofing, excavation of soil and moving of materials. Concrete pouring of slab on grade is in progress. Shared site servicing and a new driveway through the Unionville Home Society area are nearly complete, with final asphalt and landscaping to be completed this year.

Stouffville Affordable Housing Development, Town of Whitchurch-Stouffville – site plan application approval anticipated

The site plan application approval process is nearing completion with the Town of Whitchurch-Stouffville's planning staff and is expected to be approved shortly. A virtual public information process was launched in October, including a short video explaining the project, design elements and project schedule. The public had the opportunity to complete an online survey to provide feedback. Two-hundred and ninety responses were received, with the majority of respondents commenting on the importance of having affordable rental units within the Town of Whitchurch-Stouffville. A range of feedback on how to further improve the proposed site plan design was collected, resulting in a further review of the aesthetic design of the proposed building to ensure it fits appropriately within the fabric of the neighbouring community. This

design review process will take place in the new year during the detailed design phase of the building, once site plan approval has been granted by the town. Demolition of the existing commercial structures has begun and will conclude in December.

Kathy Milsom
General Manager

11844382



Report of the General Manager

Building Better Together: 2021 Housing York Inc. Business Plan

Recommendations

The Board of Directors approve the 2021 Housing York Inc. Business Plan (Attachment 1).

Summary

This report seeks Board approval of the Housing York Inc. (HYI) 2021 Business Plan. This business plan operationalizes the first year of the 2021 to 2024 HYI Strategic Plan, approved by the Board in November 2020.

Key points:

- As the Region's housing corporation, HYI has an important role in supporting Regional housing and homelessness goals
- The 2021 to 2024 Strategic Plan guides HYI to advance towards achieving its vision and help address York Region's housing challenges through its strategic priorities to expand the housing portfolio, build inclusive communities and successful tenancies, and ensure financial sustainability
- The business plan outlines commitments for 2021 to operationalize the first year of the strategic plan, including identifying sites for new development, engaging new partners to support co-development, providing payment plan options and support to households in arrears, and establishing competitive rates for market units in the Unionville development in the City of Markham and Stouffville developments in the Town of Whitchurch-Stouffville.

Background

The 2021 to 2024 Strategic Plan positions Housing York Inc. to innovatively increase the supply of affordable housing, while remaining focused on resident needs

In November 2020, the Board approved the 2021 to 2024 HYI Strategic Plan. To help address York Region's growing housing challenges, such as the limited supply of affordable housing, the strategic plan reflects a commitment to growth, sustainability and innovation. New strategic priorities, goals and actions build on HYI's accomplishments, while responding to current needs as well as funding and system pressures. By setting ambitious four-year targets, the strategic plan recognizes HYI must do more to support residents in need of affordable housing options. The plan's strategic priorities are presented in Figure 1.

Figure 1
2021 to 2024 HYI Strategic Priorities



Each strategic priority has specific goals for the end of the four-year period, actions to deliver results and key performance indicators and targets to measure success. To operationalize the strategic plan, annual business plans that include more specific actions and annual targets will be developed for each year of the plan. Performance against the annual business plans will be managed, tracked and reported to ensure success in delivering on the four-year commitments contained in the strategic plan.

Analysis

To advance Housing York Inc.’s strategic plan, the 2021 Business Plan outlines commitments to support an accelerated rate of growth, strengthen tenancies and realize operational efficiencies

The 2021 Business Plan (Attachment 1) outlines the specific actions, lead program areas and targets to operationalize the first year of the strategic plan. Reflecting the strategic plan’s commitment to portfolio expansion beyond the normal rate of growth, the business plan includes a number of key actions that set the foundation for new development and new partnerships. This includes identifying sites for modular and low-rise infill development, negotiating municipal fee concessions for the Whitchurch-Stouffville affordable housing development, seeking approval to increase the number of units in the Armitage Gardens redevelopment, and completing an environmental scan to identify new private and non-profit partners.

The business plan also focuses on supporting residents through the current economic environment as a result of COVID-19, and includes actions to support households in rental arrears to preserve tenancies. HYI will partner with subject-matter experts to deliver a range of diversity and inclusion initiatives, and implement anti-racism training to build inclusive communities. New technology and processes will also be implemented, including enhancements to the Yardi system that tracks preventative maintenance to support lifecycle value, and new procurement processes to address service quality issues. A focus on ensuring new developments are operationally self-sustaining will guide key actions for the Unionville and Stouffville projects, such as maintaining a 70/30 subsidized/market split and determining appropriate market rents. Examples of actions and targets for 2021 under each strategic priority are outlined in Table 1.

Table 1
Examples of 2021 HYI Actions and Targets

Strategic Priority	2021 Action	2021 Target
Priority 1: Expanded Housing Portfolio	Identify candidate HYI sites for modular homes	One project with 4 units
	Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units	Approval for at least 116 units
Priority 2: Inclusive Communities and Successful Tenancies	Train team members in anti-racism	100%
	Offer payment plan options and supports to households in arrears	All impacted households offered options and supports
Priority 3: Financial Sustainability	Complete lifecycle analysis for replacement of building components	Components over \$50K and new developments with targeted 90%
	Implement preventative maintenance module and test components in HYI's technology system	Preventative maintenance module implemented and test with selected components
	Develop proformas for Unionville and Stouffville projects that support 70/30 subsidized/market split	Proformas complete

Financial Considerations

In order to implement commitments identified in the business plan, HYI's 2021 Budget was presented to the Board for approval in November 2020, alongside the 2021 to 2024 HYI Strategic Plan. The estimated budget impact of 2021 actions is approximately \$448,000 to implement new technology that supports preventative maintenance and reduced lifecycle costs, and invest in new resident survey tools to better evaluate the success of new initiatives, processes and services. A summary of the budget impact for 2021 actions is included in the business plan.

In its role as Service Manager, Regional Council is responsible for approving and managing capital funding and new development. For growth-related commitments in the strategic plan, a key action in the 2021 Business Plan is to seek approval from Regional Council on an affordable housing development master plan to support doubling the rate of growth. In addition, a business case is planned in the 2021 Community and Health Services budget to support additional staffing resources to enable delivery on the ambitious plan as part of the Regional budget process.

Local Impact

The 2021 to 2024 HYI Strategic Plan identifies new and different ways to address demand for affordable housing options, as well as ensuring HYI residents have access to services that support successful tenancies. The 2021 Business Plan will support HYI to advance commitments in the first year of the strategic plan, supporting residents across all nine local cities and towns.

Local municipalities are also critical partners in increasing the supply of affordable housing. The business plan outlines key actions for HYI to continue working the Region's cities and towns, such as identifying municipal sites suitable for development and ensuring municipal fee concessions are provided to support new growth.

Conclusion

The Region and HYI have been successful in maintaining existing affordable housing in a good state of repair, increasing the supply of community housing and supporting the diverse needs of residents; however, more needs to be done to help address the Region's growing housing challenges. In order to operationalize the first year of the strategic plan, the 2021 Business Plan will guide HYI to expand the housing portfolio through feasibility studies and new partnerships, support residents facing financial hardship, and enhance business processes.

The commitments for 2021 will advance HYI towards achieving its vision of building communities that everyone would be proud to call home, and its mission of working with residents and partners to deliver services that are important to communities as a responsible and caring landlord.

For more information on this report, please contact Kathy Milsom, General Manager, Housing York Inc. at 1-877-464-9675 ext. 72091. Accessible formats or communication supports are available upon request.

Recommended by: Kathy Milsom
General Manager, Housing York Inc.

Approved for Submission: Katherine Chislett
President, Housing York Inc.

November 11, 2020
Attachment
11832828

BUILDING BETTER TOGETHER

2021 BUSINESS PLAN

October 2020
#11833022



ABOUT THE BUSINESS PLAN

To operationalize Housing York Inc.'s (HYI's) 2021 to 2024 Strategic Plan, annual business plans, including more specific actions and targets, will be developed for each individual year of the plan. Performance against the annual plans will be carefully managed, tracked and reported upon to ensure success in delivering on the commitments contained in the four-year strategic plan.

This business plan outlines the specific actions, leads and targets for 2021.

STRATEGIC PRIORITIES

Strategic Priority 1: Expanded Housing Portfolio

Why this priority is important

Safe, secure, affordable housing is an important social determinant of health¹, supporting positive economic, social and health outcomes. This strategic priority recognizes that a healthy supply of affordable and rental housing is needed in York Region for individuals and families to have housing options for all ages and stages of their lives. HYI has the opportunity to contribute to Regional housing initiatives that increase the supply of affordable and rental housing in local communities.

What we are already doing

Over the next four years, we will continue to:

- Maintain HYI's building conditions to support good performance and resident comfort, ensuring that existing supply does not deteriorate;
- Implement universal design principles and build accessible units in new HYI developments to ensure high-quality housing for all HYI residents; and
- Work with partners to advocate for consistent and predictable funding sources for capital repairs and new development.

¹ Social determinants of health are the interrelated social, political and economic conditions that influence how people live, learn, work and play. Social determinants of health can also be referred to as the social and economic resources needed to be healthy. Housing is necessary for preventing poor health and building healthy social and physical environments. Living conditions that are unsafe, unaffordable or insecure increases and contributes to poor health status. More information is available at https://thecanadianfacts.org/The_Canadian_Facts-2nd_ed.pdf.

How we will make progress on this strategic priority

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
Goal 1: Portfolio expansion beyond the normal rate of growth					
1.1 Support HYI portfolio expansion by recommending and prioritizing land for development/redevelopment, and identifying new partnerships through a working group of Regional team members in consultation with HYI Board members and industry experts	A. Number of preliminary development concepts, including feasibility assessments, for priority HYI sites identified through the Portfolio Management Plan	A. 5	<ul style="list-style-type: none">Complete development concept and feasibility assessment	Housing Development and Asset Strategy	1 concept
	B. Number of development concepts explored with partners (e.g. developers, housing providers, YRRTC, Metrolinx, school boards, LHIN, school boards, faith-based organizations, local municipalities)	B. 20	<ul style="list-style-type: none">Develop program to fund and complete development conceptsEnvironmental scan to identify potential partnersBegin engaging with potential partners to explore opportunities	Housing Development and Asset Strategy	2 concepts Scan completed Engagement process underway
	C. Number of established partnerships for co-development on partner sites	C. 1	<ul style="list-style-type: none">Environmental scan to identify potential partnersBegin engaging with potential partners to explore opportunities	Housing Development and Asset Strategy	Scan completed Engagement process underway
1.2 With Regional support, assess feasibility and initiate innovations to intensify existing HYI sites, such as: <ul style="list-style-type: none">Modular home demonstration projectLow rise development(s)Public-private partnershipsScoping of Armitage Gardens redevelopment as part of the	A. Number of units in planning and development at a stage ready for implementation based on funding	A. Double rate of growth (480)	<ul style="list-style-type: none">Identify candidate HYI sitesAffordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal	Housing Development and Asset Strategy	Sites identified and approved by Board Regional Council approval secured

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
Newmarket Health Centre Campus master plan	B. Number of modular homes project in operation	B. 1 with at least 10 units	<ul style="list-style-type: none"> Delivery of modular home units on an HYI site (pending provincial funding) Identify candidate HYI site(s) for next modular home project 	Housing Development and Asset Strategy	One project with 4 units HYI site(s) selected
	C. Number of low-rise infill development units under construction on an HYI site	C. 15	<ul style="list-style-type: none"> Identify candidate HYI site(s) 	Housing Development and Asset Strategy	1 HYI site selected
	D. Number of public-private partnerships established for redevelopment of an HYI site	D. 1	<ul style="list-style-type: none"> Identify candidate HYI site(s) Research potential public-private models 	Housing Development and Asset Strategy	1 HYI site selected Public-private partnership models analyzed
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	E. Double (at least 116)	<ul style="list-style-type: none"> Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units 	Housing Development and Asset Strategy	Approval for at least 116 units
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	F. \$5 million	<ul style="list-style-type: none"> N/A for 2021 	Housing Development and Asset Strategy	N/A
1.3 Partner with the Region to develop resources and offer support to non-profit organizations interested in developing affordable housing	A. Number of feasibility analyses of development potential completed for non-profit development or re-development sites	A. 15	<ul style="list-style-type: none"> Establish program to fund and complete development concepts Engage with potential partners to explore opportunities 	Housing Development and Asset Strategy	Program established 1 partner
	B. Number of non-profit units supported with development of conceptual plans and/or connection to funding streams, land lease opportunities or other resources	B. 250	<ul style="list-style-type: none"> N/A for 2021 	Housing Development and Asset Strategy	N/A

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
Goal 2: Investment from other levels of government					
2.1 Advocate to senior levels of government to fund new HYI housing developments	A. Maintain existing federal/provincial capital development funding	A. \$28.6 million	<ul style="list-style-type: none"> Work with the Region to target engagements (e.g. meetings or advocacy letters) with either the federal or provincial government to advocate for capital development funding 	Housing Strategy and Program Delivery	2 engagements
2.2 Work with local municipalities to advance the development of HYI housing in their communities (e.g. provision of land, parkland, planning fees)	A. Percent of development projects with municipal fee concessions	A. 100%	<ul style="list-style-type: none"> Negotiate municipal fee concessions for the Whitchurch-Stouffville affordable housing development and the first modular home project 	Housing Development and Asset Strategy	100%
	B. Number of municipal sites identified as suitable for affordable housing development	B. 5	<ul style="list-style-type: none"> Establish outreach process to identify municipal sites suitable for affordable housing development 	Housing Development and Asset Strategy	Process established
Goal 3: HYI residents impacted by redevelopment are supported					
3.1 Develop and implement an HYI resident consultation and engagement process to inform planning for community redevelopment	A. Percent of residents in HYI communities being redeveloped who feel through an impacted resident survey that HYI was responsive to their needs	A. Establish baseline through next HYI redevelopment; set improvement target for next redevelopment from baseline	<ul style="list-style-type: none"> N/A for 2021 	Housing Development and Asset Strategy / Housing Operations	N/A

Strategic Priority 2: Inclusive Communities and Successful Tenancies

Why this priority is important

Helping residents maintain stable housing is a priority for HYI and the Region. This strategic priority recognizes that residents sometimes need support in order to have successful tenancies and enhance their wellbeing. This means considering residents as individuals, providing the right services at the right time, and building inclusive communities so all residents feel safe, welcome and at home.

What we are already doing

Over the next four years, we will continue to:

- Ensure residents are connected to Regional social work supports and provide financial literacy supports to help residents budget and maintain financial stability
- Work with community partners to bring a range of programs and services into HYI buildings
- Focus on food security and food access programs for residents
- Support residents with better access to technology
- Provide operations and maintenance services to support safe, high-quality emergency housing

How we will make progress on this strategic priority

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
Goal 1: Communities are inclusive					
1.1 Implement resident inclusion plan with consideration to: <ul style="list-style-type: none">• Accessibility of buildings• Inclusive communications• Business processes and practices that respect diversity• Partnerships to provide programs and services	A. Number of properties where accessibility inspections are completed and enhancement plans implemented*	A. 36	<ul style="list-style-type: none">• Establish assessment criteria and complete assessments	Housing Development and Asset Strategy / Housing Operations	Assessments completed for all properties
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	B. 20%	<ul style="list-style-type: none">• Develop a comprehensive consent to electronic communications, including Landlord and Tenant Board notices• Identify a technology solution to manage consents	Housing Operations	Consent form developed Technology solution identified

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
that are important to HYI communities	C. Residents who report that HYI treats them respectfully	C. Maintain 93%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Housing Operations	Survey methodology established
	D. Participation rate for programs offered defined as the number of attendees/ program capacity	D. Year 1 establish baseline; set year 4 target based on baseline	<ul style="list-style-type: none"> Establish and implement data collection process for community engagement programs 	Community Partnerships and Support Services	100% of programs to utilize tools Baseline established Year 4 target set
1.2 Research and establish tools to effectively build cultural competency amongst residents, and combat behaviours of discrimination and bias that negatively impact communities	A. Percent of team members trained in anti-racism	A. 100%	<ul style="list-style-type: none"> Team members trained in anti-racism 	Leadership Team	100%
	B. Percent of communities engaged in diversity and inclusion activities	C. 75%	<ul style="list-style-type: none"> Partner with subject matter experts to deliver range of diversity and inclusion initiatives based on community needs** 	Community Partnerships and Support Services	20% of identified communities participate in diversity and inclusion activities
Goal 2: Residents are supported to have successful tenancies					
2.1 Refresh the Tenancy Management Plan to reflect the changing economic environment	A. Percent of tenancies at risk for rent arrears preserved***	A. 97%	<ul style="list-style-type: none"> Offer payment plan options and supports to households in arrears Initiate Landlord and Tenant Board proceedings for households who do not make reasonable efforts to pay rent 	Housing Operations	All impacted households offered options and supports 97% of tenancies preserved

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	B. Year 1 establish benchmark; set year 4 equal to or better than benchmark	<ul style="list-style-type: none"> Work with large community housing providers to establish KPI benchmark 	Housing Operations / Program Finance	Benchmark established
2.2 Continue to develop partnerships to support successful tenancies	A. Percent of program participants who feel through a survey the right programs/services are available in their HYI community	A to C. Year 1 establish baseline; set year 4 target based on baseline	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Community Partnerships and Support Services	Survey methodology established
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues		<ul style="list-style-type: none"> Establish business process to identify and track tenancy management activities for tenancies at risk due to behaviour-related issues to set baseline, and ensure tenants are well supported 	Housing Operations / Community Partnerships and Support Services	Baseline established and year 4 target set
	C. Percent of residents satisfied with referral services ****		<ul style="list-style-type: none"> Develop and implement resident satisfaction framework 	Community Partnerships and Support Services	Implement according to plan

* Subject to scope/funding availability

**Targeted to communities that require additional supports

***Primary reason for eviction is arrears

****From those residents who agree to a referral

Strategic Priority 3: Financial Sustainability

Why this priority is important

HYI’s long-term financial sustainability is critical so individuals, seniors and families have access to high-quality affordable housing now and in the future. This strategic priority recognizes that sustainability comes from strong life-cycle value for buildings, efficient operations and finding new ways of funding developments, as financial resources may become increasingly limited. This means protecting HYI’s existing assets and managing resources in a way that can also support new initiatives.

What we are already doing

Over the next four years, we will continue to:

- Follow the principles and policies identified in the long-term fiscal strategy, including the prudent management of reserves
- Upgrade and improve HYI’s property management system, including new software modules to support business needs
- Invest in capital repairs and upgrades to increase the safety, accessibility and lifespan of buildings

How we will make progress on this strategic priority

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
Goal 1: Improved life cycle value for HYI buildings					
1.1. Develop and implement an enhanced process to ensure capital and operational decisions are based on key criteria such as impacts to residents, operational needs, funding opportunities and life-cycle value	A. Percent of components that meet or exceed component life expectancy	A. 90%	• Complete lifecycle analysis for replacement of building components	Housing Development and Asset Strategy / Housing Operations	Components over \$50K and new developments with targeted 90%
	B. Reduction in life-cycle total cost (capital and operating and maintenance) per component	B. Year 1 implement Yardi preventative maintenance module and test process with selected component(s); Year 2 establish baseline; set year 4 improvement target for selected components	• Implement preventative maintenance module and test components	Housing Operations	Preventative maintenance module implemented and tested with selected components

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
	C. Percent increase in resident satisfied with major repairs; baseline 70%	C. 78%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Housing Development and Asset Strategy	Survey methodology established
Goal 2: Increased operational efficiencies					
2.1 Evaluate and improve business processes and technology to support operational efficiency and effectiveness, evolving compliance obligations, continuous improvement and outcomes-measurement while remaining resident-centric	A. Percent of residents using PAP/online banking; baseline 90%	A. 98%	<ul style="list-style-type: none"> Establish business processes to encourage new residents to pay electronically Develop targeted communication plans for residents who pay by cheque or money order 	Housing Operations / Program Finance	95% of new residents pay electronically Communication plans developed
	B. Percent of invoices processed electronically within 28 days	B. 100%	<ul style="list-style-type: none"> Implement business processes to manage procurement electronically 	Housing Operations / Program Finance	Business processes implemented
	C. Average time to complete work requested through resident maintenance requests	C. 95% completed within 5 business days	<ul style="list-style-type: none"> Update business processes to track completion time for resident requested maintenance repairs 	Housing Operations	90% of resident requests performed by in-house maintenance team completed within 5 business days
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	D. 80%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Housing Operations	Survey methodology established
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	E. 87%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Housing Operations	Survey methodology established
2.2 Strengthen vendor performance management to improve the quality and efficiency of maintenance and repair work	A. Improved resident satisfaction from 2019 survey for each of the following baselines: elevators 55%, outdoor green spaces 51%, janitorial 83%	A. Elevators: 70%; Outdoor green spaces: 70%; Janitorial: 85%	<ul style="list-style-type: none"> Enhance elevator procurement to better address service quality issues 	Housing Operations	New elevator contract awarded Survey methodology established

2021 to 2024 HYI Strategic Plan Commitments			2021 Business Plan Commitments		
Actions	Key Performance Indicators	Targets	Actions	Lead	Target
			<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 		
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG) emissions, utility consumption and operating costs while maintaining resident comfort levels in accordance with the HYI Energy and Utilities Management Plan	A. Annual GHG reduction (tonnes) in communities with retrofits completed	A. 960 tonnes*	<ul style="list-style-type: none"> Complete two years (2020/21) of EUMP projects in 2021** 	Housing Development and Asset Strategy	380 tonnes after full year of operation*
	B. Annual cost savings in communities with retrofits completed	B. \$422,000*	<ul style="list-style-type: none"> Complete two years (2020/21) of EUMP projects in 2021** 	Housing Development and Asset Strategy	\$190,500 after full year of operation*
	C. Resident satisfaction with process and impact	C. Year 1 establish process and baseline; set year 4 target based on baseline	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Housing Development and Asset Strategy	Survey methodology established
Goal 3: New developments are operationally self-sustaining					
3.1 Develop and implement a strategy to reduce the reliance on Regional subsidies while maintaining subsidized/market split	A. Subsidized/market split	A. 70/30	<ul style="list-style-type: none"> Develop proformas for Unionville and Stouffville projects that support 70/30 split 	Program Finance	Proformas complete for Unionville and Stouffville
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	B. 125% AMR	<ul style="list-style-type: none"> Establish competitive rates for market units for Unionville and Stouffville based on AMR 	Program Finance	Market rates established based on 125% AMR
	C. Maximum debt as a percent of total project cost	C. 15%	<ul style="list-style-type: none"> Establish limit for the amount of tenant-funded debt 	Program Finance	Proforma reflects 15%
	D. Minimum operating surplus as a percent of total revenue	D. 10%	<ul style="list-style-type: none"> Establish minimum operating surplus 	Program Finance	Proforma reflects 10%
	E. Agency/commercial space revenue	E. Minimum net neutral	<ul style="list-style-type: none"> Design charrette for agency/commercial space for the Stouffville project 	Housing Operations / Housing Development and Asset Strategy	Space design conducive for agency use/need
	F. Manageable cost/unit based on incremental costs	F. \$3,800/unit***	<ul style="list-style-type: none"> Analyze per unit costs to identify opportunities for efficiencies. 	Housing Operations	Top opportunities identified

*Targets assume in-suite work can be completed within HYI communities. In-suite work may be delayed or not possible due to factors beyond HYI's control, such as restrictions surrounding COVID-19.

**2020 work was deferred due to COVID-19.

***Based on new buildings added to portfolio, starting with Unionville

2021 BUDGET SUMMARY

HYI's 2021 operating budget summary is presented in Table 1.

Table 1
HYI 2021 Operating Budget Summary

	2020 Budget (\$000)	2021 Budget (\$000)	Budget Variance	
			(\$000)	%
Revenue				
Market rent	8,474	9,091	617	7.3%
Subsidized rent	14,407	14,146	(261)	-1.8%
Non-rental revenue	1,222	1,365	143	11.7%
Regional subsidies	17,187	17,471	284	1.7%
Total revenue	41,290	42,074	784	1.9%
Expenditures				
Salaries and benefits	7,742	8,185	443	5.7%
Administration	1,764	1,934	171	9.7%
Facilities	5,539	5,822	283	5.1%
Utilities	4,065	4,072	7	0.2%
Property taxes	3,426	3,508	82	2.4%
Mortgage/debentures	9,351	9,361	10	0.1%
Mandatory contributions to reserve	8,545	8,812	267	3.1%
Total expenditures	40,432	41,694	1,262	3.1%
	2020 Budget (\$000)	2021 Budget (\$000)	Budget Variance	
			(\$000)	%
Operating surplus before contributions	858	380	(478)	-55.7%
Contributions to reserve	858	380	(478)	-55.7%
Net surplus/(deficit)	0	0	0	0.0%

HYI's 2021 budget supports implementation of the commitments outlined in this business plan, totalling approximately \$448,000.

Nearly half of the funding is to support the configuration and deployment of the Yardi Advanced Maintenance Module, identified in Strategic Priority 3: Financial Sustainability. This module will modernize the paper and spreadsheet-based maintenance tracking systems to facilitate life cycle costing and stronger asset performance reporting. The remaining funding is to support enhanced resident survey tools to better evaluate the success of new initiatives, processes and services, identified in Strategic Priority 2: Inclusive Communities and Successful Tenancies and Strategic Priority 3: Financial Sustainability. A summary of additional items of year one of the strategic plan is outlined in Table 2.

Table 2
Additional Items for Year 1 of the Strategic Plan

2021 Additional Budget Items		
Budget Item	Details	Budget Impact
1. Implementation of Yardi Advanced Maintenance Module		
Maintenance Coordinator Position	Salaries and Benefits	\$128,940
Asset Management Specialist Position	Salaries and Benefits	\$128,940
Life Cycle Analysis	Consulting	\$150,000
2. Enhanced resident surveys	Consulting	\$40,000
Total Operating		\$447,879



Report of the General Manager

Strategic Initiatives Reserve Limit Increase

Recommendations

The Housing York Inc. Board of Directors approves increasing the Strategic Initiatives Reserve limit from \$3.5 million to \$5 million.

Summary

This report seeks the Housing York Inc. Board of Director's (the Board) approval to increase the Strategic Initiatives Reserve limit from \$3.5 million to \$5 million.

Background

The Board approved a new long-term fiscal plan for Housing York Inc.

In [November 2017](#), the Board approved a new long-term fiscal plan for Housing York Inc. (HYI). The fiscal plan was developed to ensure HYI remains fiscally responsible, safeguards its assets and is accountable for effectively managing its resources. The fiscal plan includes a reserve strategy that sets goals and objectives for HYI's reserves, a new Operating Surplus Policy that establishes a framework for the allocation of operating surpluses, and an updated Investment Policy to ensure prudent management of HYI's working capital and reserves.

The Operating Surplus Policy establishes a priority framework for allocation of any operating surpluses

Operating surpluses are transferred to HYI's reserves in the following order:

1. 50% of funds will first be placed in the Capital Repair and Replacement Reserve which has no limit
2. Funds will then be placed in the Working Capital Reserve until it reaches the limit of \$3.5 million which represents approximately one month of operational expenditure activity
3. Funds will then be placed in the Insurance Reserve until it reaches the limit of \$180,000
4. Funds will then be placed in the Operations Reserve until it reaches the limit of \$500,000
5. Any remaining funds will be transferred to the Strategic Initiatives Reserve until it reaches the limit of \$3.5 million

The Strategic Initiatives Reserve was established to fund strategic priorities and has a \$3.5 million limit

As part of the reserve strategy, the Strategic Initiatives Reserve was established to fund strategic priorities such as the upgrade to HYI's property management system and energy conservation initiatives. The Strategic Initiatives Reserve is funded through annual allocations from the operating surplus to a limit of \$3.5 million. Decisions about how to direct the operating surplus once the Strategic Initiatives Reserve reached the limit were not contemplated under the Operating Surplus Policy and are subject to Board approval.

Analysis

The Strategic Initiatives Reserve will reach the \$3.5 million limit in 2020

In [November 2019](#), the Board approved the Energy and Utilities Management Plan to reduce energy consumption, operating costs and greenhouse gas emissions across HYI's building portfolio. There was \$500,000 budgeted in 2020 from the Strategic Initiatives Reserve to fund the first year of the plan but work was deferred due to COVID-19. This will result in the Strategic Initiatives Reserve exceeding the \$3.5 million limit in 2020 by approximately \$300,000.

Financial Considerations

Increasing the Strategic Initiatives Reserve limit to \$5 million would provide an opportunity to use operating surpluses to support Housing York Inc's Strategic Plan

It is not anticipated that the Strategic Initiatives Reserve will increase significantly above its current \$3.5 million limit as the \$2.5 million five-year Energy and Utilities Management is funded from the reserve. An increase in the Strategic Initiatives Reserve limit to \$5 million would allow for any unanticipated operating surpluses to be used to support HYI's Strategic Plan, addressing challenges in the Region's affordable rental supply and seeking innovative ways to work to meet demand and support residents.

Local Impact

There is no local municipal impact associated with this report.

Conclusion

The Strategic Initiatives Reserve will reach the \$3.5 million limit in 2020. Increasing the limit to \$5 million would provide an opportunity to use any unanticipated operating surpluses to support HYI's 2021 to 2024 Strategic Plan.

For more information on this report, please contact Michelle Willson, Director, Program Finance and Chief Financial Officer, Housing York Inc. at 1-877-464-9675 ext. 76064. Accessible formats or communication supports are available upon request.

Recommended by: Kathy Milsom
General Manager, Housing York Inc.

Approved for Submission: Katherine Chislett
President, Housing York Inc.

November 11, 2020
#11771495



Report of the General Manager

Parkland Relief Request for the Development at 5676 Main Street in the Town of Whitchurch-Stouffville

Recommendation

The Housing York Inc. Board of Directors support requesting relief of parkland dedication requirements and cash in lieu of fees from the Town of Whitchurch-Stouffville, for the affordable housing development located at 5676 Main Street, in the Town of Whitchurch-Stouffville.

Summary

This report seeks Housing York Inc. Board (Board) endorsement to support a request to the Town of Whitchurch-Stouffville seeking relief from any applicable parkland dedication, or cash-in-lieu requirements, related to the proposed affordable housing development located at 5676 Main Street, in the Town of Whitchurch-Stouffville.

Background

Planning applications are underway and site plan approval is expected by the end of 2020

The Regional Municipality of York is currently in the process of finalizing a Site Plan Agreement for the affordable housing development at 5676 Main Street, in the Town of Whitchurch-Stouffville. The Region is seeking approval from the Board to submit a formal request for relief from the Town's Parkland Dedication Bylaw requirements for payment of cash-in-lieu for the proposed development.

The Region intends to design and construct a six-storey 97-unit affordable housing development at 5676 Main Street in the Town of Whitchurch-Stouffville. The property is a single lot (approximately 3.7 acres) with a frontage of approximately 150 metres. The preliminary building and site plan design provides for appropriate building step backs and a significant setback from the neighbouring low-rise residential uses to reduce visual and compatibility impacts.

The proposed affordable housing development will contain a mix of one, two, and three-bedroom units, which is anticipated to accommodate rental and market housing units for a variety of tenures, including housing for seniors, families, young couples and those living alone. The proposed development is anticipated to have a ground floor area of approximately 97,000 square feet, containing a variety of amenity spaces, a small commercial space, approximately 150 surface parking spaces and landscaping.

Analysis

Relief from parkland requirements will help facilitate the affordable housing development

As part of the standard planning and development process for any project, development charges and parkland dedication or cash-in-lieu is required to obtain final approval to begin construction. For the development in the Town of Whitchurch-Stouffville, it is anticipated that the Region will be exempt from both municipal and regional development charges; however, the Town of Whitchurch-Stouffville will require a cash-in-lieu of parkland payment of approximately \$635,000. This charge is levied to all developments that do not provide certain requirements of parkland dedication land on site. The Town of Whitchurch-Stouffville is not required to provide the Region or Housing York Inc. with relief from cash-in-lieu of parkland requirements, although there are examples of relief in the form of waivers or grants being given previously.

Whitchurch-Stouffville has been supportive of parkland relief for the Region in the past

In May 2020, Town of Whitchurch-Stouffville Council supported a request from the Region to exempt the cash-in-lieu parkland fee for the construction of Paramedic Response Station No. 22 at 12388 Woodbine Avenue. The development site for the Paramedic Response Station is 1.61 acres and the parkland fee exemption is valued at approximately \$15,000.

Municipalities have generally provided support with parkland fee reduction for Housing York Inc.

The most recent HYI developments at Woodbridge Lane, City of Vaughan and the Unionville Seniors Affordable Housing Development, City of Markham, were provided parkland dedication relief by each of the local municipalities. After formal requests were taken to seek this relief, the City of Vaughan and City of Markham both saw parkland dedication fees reduced by approximately 85% in each case. Similarly, to both the City of Vaughan and City of Markham, other municipalities have provided full or partial relief to regional housing developments. A list of housing developments and the treatment of parkland fees by each municipality is noted in Table 1 below:

Table 1
Parkland Fee Treatment by Municipality

Municipality	Year	Development Project	Units	Parkland Fees Paid
Town of Georgina	2014	Lakeside Residences	97	Yes
Township of King	2011	Kingview Court Expansion	39	No
City of Markham	2022	Unionville Seniors	265	Reduced
Town of Newmarket	2004	Armitage Gardens	58	No
	2008	Tom Taylor Place	50	No
	2015	Belinda's Place	37	No
City of Richmond Hill	2013	MacKenzie Green	140	Reduced
	2016	Richmond Hill Hub	202	Reduced
City of Vaughan	2006	Blue Willow Terrace	60	No
	2012	Mapleglen Residences	84	No
	2017	Woodbridge Lane	162	Reduced

Given the public benefit of affordable housing that this project provides, it is recommended that the Board endorse a request to the Town of Whitchurch-Stouffville Council to consider providing full or partial relief from parkland cash-in-lieu requirements of approximately \$635,515.

Financial Considerations

Relief of all or a portion of \$635,515 in parkland cash-in-lieu requirements from the Town of Whitchurch-Stouffville would provide savings that could be used to develop more affordable housing in the future.

Local Impact

The construction of the affordable housing building will have a positive impact on the Town of Whitchurch-Stouffville. It will create 97 new affordable apartments, provide commercial space, and assist in transforming Main Street. If the Town grants the request for parkland relief, they would not receive parkland funds for the Region's portion of the development.

Conclusion

Given the public benefit of affordable housing that this project provides, it is recommended that the Board endorse submitting a request to the Town of Whitchurch-Stouffville Council to consider providing relief from parkland dedication fees.

For more information on this report, please contact Josh Scholten, Director, Housing Development and Asset Strategy at 1-877-464-9675 ext.72004. Accessible formats or communication supports are available upon request.

Recommended by: Kathy Milsom
General Manager, Housing York Inc.

Approved for Submission: Katherine Chislett
President, Housing York Inc.

November 11, 2020
11765621



Report of the General Manager

Name Proposal for the Development Site in the City of Markham

Recommendations

The Housing York Inc. Board of Directors authorize the development project located at 4310 Highway 7 East, in the City of Markham to be named Unionville Commons.

Summary

This report seeks Board of Directors (the Board) approval to officially name the Housing York Inc. (HYI) affordable housing building currently under construction at 4310 Highway 7 East, in the City of Markham.

Throughout the development process, the project has been temporarily referred to as the “Unionville Seniors Affordable Housing Development.” The project now requires a permanent name which is to be approved by the Board.

Background

Construction is underway for 265 units of affordable seniors housing in Unionville, City of Markham, with occupancy expected in late 2022

Over the last several years, the Region has worked with Unionville Home Society and Minto Communities on a master plan to redevelop the Unionville Home Society campus. This plan includes an affordable rental building for seniors, owned and operated by HYI, and a new Minto Communities townhome development that will replace the existing Heritage Village community for seniors.

The new HYI building is currently under construction and occupancy is anticipated to begin late 2022. The building will include 265 apartments for seniors, underground parking, indoor and outdoor amenity spaces for residents, gardens and pedestrian walkways, green/energy efficient building systems and, most uniquely, a planned community hub with programming and services specifically for seniors.

The Board-approved facility naming process guided the proposed naming selection

In [September 2015](#), the facility naming process for HYI was approved by the Board to ensure the naming of all HYI facilities is done in a consistent, fair and efficient manner that aligns with Board-established principles and considers feedback from municipal stakeholders.

The facility naming process requires the following principles to be considered:

- Priority will be given to names carrying geographic, historical or cultural significance to the area
- Consideration will be given to architectural or special features directly related to the facility
- The name will be simple to pronounce, spell and generally be three words or less

In developing the recommended building names, the team researched cultural heritage and archival records at the municipality to identify historically-relevant and culturally-significant factors contributing to the community. In addition, the team engaged in public consultations, and undertook a variety of informal discussions with community members, local municipal staff and Regional staff. The input has been taken into consideration in developing the recommended names for the new building.

Three potential names are recommended for consideration for this building

1. Unionville Commons

The building is located in the historical neighbourhood of Unionville in the City of Markham. The development is currently being referred to as the “Unionville Seniors Affordable Housing Development.” The significance of the planned community hub, the focus on connectivity, and the building being located in the centre of a campus of care should be highlighted by use of the word Commons. “Unionville Commons” is a recommended name that would provide geographic and historic reference, as well as indicate the importance of the social and interpersonal connections that will occur here.

2. Heritage Heights

This name gives homage to the community of Heritage Village which was a part of the Unionville Home Society campus and that has been sold for redevelopment. As part of the agreement to redevelop the campus, which includes Heritage Village, the residents will have the option to relocate into the new HYI building. In anticipation that many of these residents would be moving into the new building, they have been actively engaged in the community consultation process and significantly contributed to the design. They are looking forward to enjoying the modern affordable seniors housing that has been prioritized in their neighbourhood. “Heritage Heights” is recommended to honor the story of a successful community engagement process that contributed to the new building.

3. Rouge Manor

The Rouge River flows just south of the property and holds historical and cultural significance to Unionville. In 1608, French settlers established settlements along the shores of the St. Lawrence River and eventually began to explore lands further inland, claiming the lands of present day Markham. Having explored the river, and witnessing how in certain places its waters were red from the clay near the bank, they named it Rivière Rouge, commonly known as Rouge River. The river encouraged further settlements and trades, maintaining its vital role in servicing the settlers in the area. “Rouge Manor” is a recommended name for consideration as it reflects the French heritage and prominent geographical element of the area.

Analysis

After review and analysis of the three shortlisted names, it is proposed that the redevelopment of 4310 Highway 7 East, in the City of Markham, be named “Unionville Commons.” This name ties in the geographical and historical significance of Unionville, as well as the exciting future potential of community cohesion.

Financial Considerations

There are no financial implications associated with assigning the building name.

Local Impact

The name is derived from the cultural and historical research that was done, and is reflective of the Unionville community and the heritage of this part of the City of Markham.

Conclusion

It is recommended that the new housing development in Markham be named “Unionville Commons.”

For more information on this report, please contact Kathy Milsom, General Manager at 1-877-464-9675 ext. 72091. Accessible formats or communication supports are available upon request.

Recommended by Kathy Milsom
General Manager, Housing York Inc.

Approved for Submission: Katherine Chislett
President, Housing York Inc.

November 11, 2020

11647961



Report of the General Manager

Modular Home Development on Housing York Inc. Property

Recommendations

1. The Board of Directors approve moving forward with a modular home development at 20898 Dalton Road, in the Town of Georgina (Attachment 1), subject to the Region's approval.
2. This report be circulated to the Town of Georgina requesting their consideration of fast tracking required approvals.

Summary

This report requests approval of the Board of Directors to locate a minimum of four units of modular housing adjacent to the Sutton Youth Shelter building located at 20898 Dalton Road, in the Town of Georgina. The units would be funded by the Province through the Social Services Relief Fund (SSRF) Phase Two allocation. This funding includes \$1 million in capital funding to construct and install modular housing units by the end of 2021.

Background

Funding through the provincial Social Services Relief Fund is intended to help municipalities and social service providers expand and continue to provide a wide range of services and supports for vulnerable populations

In March 2020, the Ontario government announced the first phase of the SSRF. York Region, as the Service Manager for housing and homelessness under the *Housing Services Act, 2011*, was allocated \$4,981,700, through the Community Homelessness Prevention Initiative. York Region established a strategy in [April 2020](#) aimed at preventing and stopping the spread of COVID-19 and preventing housing loss while proactively ensuring supports and services were available to those experiencing homelessness through the pandemic. In Phase One, the Region implemented a variety of supports and services as part of the strategy. This initial funding allocation was spent by November 2020.

Social Service Managers were given planning allocations of Social Services Relief Fund Phase Two funding and were required to submit a business case to access the allocations

In August 2020, the Province announced additional funding through Phase Two of the SSRF. Municipalities were given initial planning allocations (\$8,419,414 for York Region) and required to submit a business case to the Ministry of Municipal Affairs and Housing outlining how the following provincial objectives could be met using the funds:

1. Mitigate ongoing risk for vulnerable people, especially in congregate care settings
2. Encourage longer-term housing-based solutions to homelessness post-COVID-19
3. Enhance rent assistance provided to households in rent arrears due to COVID-19

The business case detailed how the Region intends to continue the approaches developed during Phase One while increasing the focus on rapid rehousing options and helping people to retain and maintain housing.

The provincial government's Social Services Relief Fund has committed \$1 million to the Region for modular housing

SSRF Phase Two permitted allocation of funds to capital projects, provided those projects could be completed by the end of 2021. The Region has been allocated \$1 million to construct and install a minimum of four modular housing units.

Information about the full plan for allocation of SSRF Phase Two funding will be provided to Committee of the Whole at its December 3, 2020 meeting.

Analysis

Review of potential sites has identified the preferred location in the Town of Georgina

Staff participated in the Region's application submission to the Province to access SSRF Phase Two funding, to help identify opportunities where new housing could quickly be provided. This work was supported by the Portfolio Management Plan for the HYI portfolio, endorsed by the Board in 2019. The Portfolio Management Plan included a comprehensive review of the real estate assets, financial factors and redevelopment potential within the HYI portfolio. The plan recommended an action for each property: retain, redevelop or divest.

Staff reviewed Regional and Housing York Inc. owned properties to determine suitability to construct a minimum of four modular homes. The Sutton Youth Shelter at 20898 Dalton Road in the Town of Georgina was identified as a property to redevelop in the Portfolio Management Plan. It has sufficient land to accommodate a minimum of four modular home units, and potentially add additional units in the future. Attachment 2 includes some examples of modular homes.

As property management services are already conducted by Housing York Inc. on this site, the additional operating costs to manage the new housing units should be minimal. Operating costs for these affordable units are expected to be recovered through rent as well existing Social Services programs. The Salvation Army is located on the site as the Emergency Housing provider for the Region, and they will operate and support the occupants of the modular homes.

Town of Georgina staff are supportive and interested in moving forward with this project

An initial meeting with Town of Georgina planning staff was held as part of the review of potential sites. Assistance from the Town to fast track approvals will help ensure the units can be implemented by the provincial deadline of December 31, 2021. An engagement and communications plan will be developed for residents and the broader community, with outreach to the neighbourhood early in the process to understand the plans for the site. Staff will work collaboratively with Town of Georgina to implement.

Flexibility with acquisition of the modular homes and their installation is required to meet the provincial funding deadline

Staff have engaged with modular home vendors to review their products and ability to deliver units within the required timeframe. Given the demand that the industry will experience as a result of other SSRF Phase Two recipients also looking to create modular housing, there may be limited entities reasonably capable of providing the deliverables. Staff will endeavor to obtain the best value for any deliverables purchased.

A report will be brought forward to Regional Council in December 2020 to seek approvals to facilitate efficient delivery of this project. As a procurement of this nature could take several months, the ability to direct purchase will assist with expedient delivery of the project to meet the program requirements by the end of 2021. In line with section 7.3 of the Shareholder Direction, the report will also request the approval of the Region to proceed with this development project.

The program support Housing York Inc.'s Strategic Plan

On November 4, 2020, Housing York Inc. approved "*Building Better Together: Housing York Inc. 2021 to 2024 Strategic Plan*," which includes a strategic priority to expand the housing portfolio. Using the \$1 million in SSRF funds to create a minimum of four units of modular housing on the Sutton Youth Shelter site will directly contribute to this priority through the provision of new permanent affordable housing stock.

Financial Considerations

Funding program provides 100% capital contribution

The SSRF Phase Two funding provides 100% of the capital funds to the Region for select projects. One of these projects is funding of \$1 million to install a minimum of four modular housing units. Operating costs for these affordable units are expected to be recovered through rent as well existing Social Services programs. There will be no new direct capital or operating costs to Housing York Inc.

Local Impact

The need and demand for affordable housing remains high across the Region. At the end of 2019, there were over 17,400 households on the wait list, with less than 300 new households being housed each year. This project provides the opportunity to expedite delivery of housing initiatives for the Region.

Local municipalities are critical partners in increasing the supply of affordable housing and will be instrumental in providing timely approvals for these developments. The project completed through this funding will provide additional and enhanced affordable, longer-term housing options to serve the Region's communities and local municipalities.

Conclusion

The Region's funding for the SSRF Phase Two program provides an opportunity for new affordable housing units built by the end of 2021, with 100% of capital cost funded through the program. Efficient delivery of this project will provide additional affordable housing options to serve the Region's communities and local municipalities.

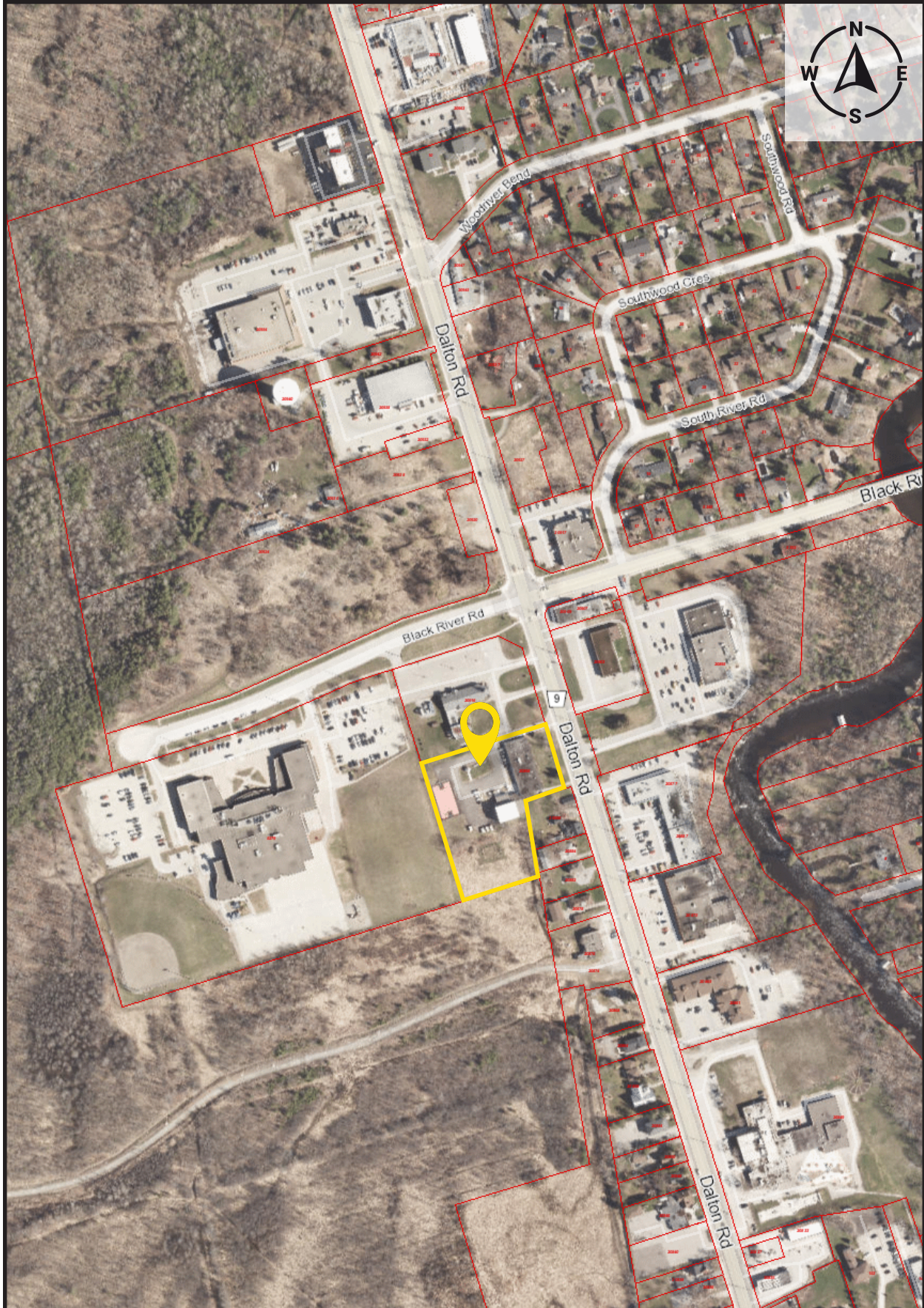
For more information on this report, please contact Kathy Milsom, General Manager, Housing York Inc., at 1-877-464-9675 ext. 72091. Accessible formats or communication supports are available upon request.

Recommended by: Kathy Milsom
General Manager, Housing York Inc.

Approved for Submission: Katherine Chislett
President, Housing York Inc.

November 19, 2020
Attachments (2)
11911386

20898 DALTON ROAD, GEORGINA



ATTACHMENT 2

Examples of Modular Home Developments



Naomi Place, Vancouver, BC

A three-storey building containing 58 studio homes, primarily for single adults.

Source: City of Vancouver

(<https://vancouver.ca/people-programs/3598-copley-street.aspx>)



Uplands Walk, Nanaimo, BC

A four story building containing 33 supportive housing units

Source: Pacifica Housing

(<http://pacificahousing.ca/portfolio/page/uplands-walk>)



Single Detached Modular House

Three-bedroom unit, 1100 square feet

Source: Click Modular

(<https://www.clickmodular.com/>)



Passive House Complex, Vancouver, BC

Source: Modular Housing Institute (<https://redshift.autodesk.com/affordable-modular-homes/>)



Modular Housing Development, Seattle, WA

Source: Blokable (<https://medium.com/sidewalk-talk/when-affordable-housing-starts-in-a-factory-20bad64d4fe0>)