



**Agenda**  
**Housing York Inc. Board of Directors**

April 7, 2021

9 a.m.

Electronic Meeting

Quorum: 6

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**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 February 10, 2021**

**1**

**D. Presentations**

**D.1. Housing York Inc. Monthly Activity Update**

Kathy Milsom, General Manager, Housing Services

(See Item F.1)

**E. Deputations**

None

**F. Communications**

**F.1. Housing York Inc. Activity Update**

**5**

Memorandum from Kathy Milsom, General Manager, Housing Services dated March 25, 2021

Recommendation: Receive

**G. Reports**

**G.1. COVID-19 Resilience Infrastructure Stream - Potential Projects 23**

Report dated March 25, 2021 from the General Manager recommending that:

1. The General Manager be authorized to use methods of procurement consistent with the program guidelines to ensure that timelines can be met, expediting procurement and construction projects approved for funding under the Investing in Canada Infrastructure Program.
2. The General Manager be authorized to execute all necessary documents required under the program.
3. The General Manager be authorized to adjust funding, and direct any additional or surplus funding, as required to maximize use of funds.

**G.2. Quarterly Contract Awards and Purchases of Additional Deliverables - January 1, 2021 to March 31, 2021 29**

Report dated March 16, 2021 from the General Manager recommending that:

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

**H. Other Business**

**I. Private Session**

None

**J. Adjournment**

## Minutes

### Housing York Inc. Board of Directors

February 10, 2021  
Electronic Meeting

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

Staff: D. Balneaves, D. Basso, L. Bigioni, P. Casey, K. Chislett,  
C. Clark, J. DeGagne, P. Freeman, C. Goodeve, K. Hobbs,  
B. Macgregor, K. Milsom, L. Mirabella, Z. Phillips, R. Profitt,  
A. Reid, J. Scholten, M. Willson

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#### A. Call to Order

The Housing York Inc. Board meeting was called to order at 9 a.m.

#### B. Election of Chair

**Moved by** Regional Chair Emmerson

**Seconded by** Regional Councillor Heath

That Mayor John Taylor, nominated by Regional Chair Emmerson, be acclaimed as Chair of the Board of Directors of Housing York Inc. for 2021.

**Carried**

#### C. Election of Vice Chair

**Moved by** Mayor Hackson

**Seconded by** Mayor Quirk

That Mayor Iain Lovatt, nominated by Regional Chair Emmerson, be acclaimed as Vice Chair of the Board of Directors of Housing York Inc. for 2021.

**Carried**

**D. Disclosures of Interest**

None

**E. Approval of Minutes**

**E.1 Minutes of the Housing York Inc. Board of Directors Meeting held on December 2, 2020**

**Moved by** Regional Councillor Hamilton

**Seconded by** Regional Councillor Vegh

That the Board confirm the Minutes of the December 2, 2020 meeting of the Board of Directors of Housing York Inc.

**Carried**

**F. Presentations**

**F.1 Housing York Inc. Monthly Activity Update**

**Moved by** Regional Councillor Hamilton

**Seconded by** Regional Chair Emmerson

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

**Carried**

**G. Deputations**

None

**H. Communications**

**H.1 Housing York Inc. Monthly Activity Update**

**Moved by** Regional Councillor Hamilton

**Seconded by** Regional Chair Emmerson

That the Board receive the memorandum from Kathy Milsom, General Manager, Housing Services dated January 25, 2021.

**Carried**

## **I. Reports**

### **I.1 Purchasing Bylaw Update**

**Moved by** Regional Councillor Hamilton

**Seconded by** Regional Councillor Rosati

That the Board adopt the following recommendation in the report dated January 22, 2021 from the General Manager:

1. The Housing York Inc. Board of Directors approve an amendment to the Purchasing Bylaw No.1-18, subject to confirmation by the Shareholder, where expenditures above the original contract amount that exceed contingency and scope limits and are more than \$10,000 require joint Chair and President approval.

**Carried**

### **I.2 Quarterly Contract Awards, Including Emergency Purchases - October 1, 2020 to December 31, 2020**

**Moved by** Regional Councillor Hamilton

**Seconded by** Mayor Pellegrini

That the Board adopt the following recommendation in the report dated January 20, 2021 from the General Manager:

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

**Carried**

### **I.3 Potential Development Projects for Housing York Inc.**

**Moved by** Regional Councillor Rosati

**Seconded by** Regional Councillor Hamilton

That the Board adopt the following recommendations in the report dated February 3, 2021 from the General Manager:

1. Subject to funding approval under the federal Rapid Housing Initiative, the Board of Directors approve moving forward with developments on Housing York Inc. properties located at:

- a. 55/57 Orchard Heights Boulevard, Town of Aurora
- b. 48 Wilsen Road, Township of King
- 2. The Board of Directors approve moving forward with a development, funded under the provincial Social Services Relief Fund Phase Two, on a Housing York Inc. property located at:
  - a. 18838 Highway 11, Town of East Gwillimbury

**Carried**

**J. Other Business**

None

**K. Private Session**

None

**L. Adjournment**

There being no further business, the Board adjourned at 10:18 a.m.

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Carol Clark  
for Christopher Raynor, Secretary

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John Taylor  
Chair

## MEMORANDUM

To: Directors of Housing York Inc. Board  
From: Kathy Milsom, General Manager  
Date: March 25, 2021  
Re: Housing York Inc. Activity Update

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### **2021 Housing York Inc. Business Plan, first quarter update**

Included with this update as Attachment 1 is the quarterly update of performance against the 2021 Housing York Inc. (HYI) business plan. In summary:

- Over half of the actions identified in the business plan have been initiated. All actions that have been initiated are currently on track to meet 2021 targets.
- **Highlights for Strategic Priority 1: Expanded Housing Portfolio include:**
  - Discussions with potential partners such as York Regional Rapid Transit Corporation and local municipalities to explore opportunities for development to expand the HYI portfolio have begun.
  - Intensification of existing HYI sites is underway, as the Board approved HYI sites for new transitional housing (16 prefabricated units on the Leeder/Porter Place site and eight on the Sutton Youth site), as well as potential sites for affordable housing (Nobleview, Orchard Heights and/or Brayfield Manor). Affordable housing sites were included in the Region's application to Canada Mortgage and Housing Corporation's Rapid Housing Initiative to leverage available federal funding. Unfortunately, none of these projects were approved, but there is potential for consideration if additional funding is made available.
  - Negotiations for municipal fee concessions to advance affordable housing initiatives are on track. Town of Whitchurch-Stouffville Council approved a reduction of parkland fees, and Regional Council approved a request to all local municipalities to exempt HYI from parkland fees.

- **Highlights for Strategic Priority 2: Inclusive Communities and Successful Tenancies include:**
  - Evaluating success of new initiatives, processes and services through a resident survey is underway, as a request for proposal is in development to procure survey services.
  - Residents are being supported to have successful tenancies, as payment plan options and supports have been offered to households in arrears.
  - Understanding HYI arrears in comparison to large community housing provider benchmarks is underway, as HYI is partnering with Housing Partnership Canada and a network of large Ontario providers to develop key performance indicators.
- **Highlights for Strategic Priority 3: Financial Sustainability include:**
  - Business processes to manage procurement electronically are underway, as maintenance request-based invoices can now be processed electronically and the approach for contract-based invoices is under development.
  - Implementation of the preventative maintenance module and test components is in progress to support reduction in life-cycle cost (capital, operating and maintenance).
  - Energy and Utilities Management Plan commitments are on track, and a request for proposals is under development to be released in the second quarter.

### **Community Paramedicine clinics resume at Heritage East and Founders Place, in the Town of Newmarket**

Community Paramedicine is a drop-in community-based health promotion program for seniors in HYI buildings with a high volume of 911 calls. The program helps seniors with disease prevention, health management and promotion.

The program was temporarily suspended due to COVID-19 pressures but has now resumed in two Newmarket communities, Heritage East and Founders Place. Although HYI common rooms remain closed to general use, HYI continues to work with Regional partners to safely provide programs that support resident health. The Community Paramedicine team provides services through scheduled appointments and with appropriate COVID-19 precautions.

### **Housing York Inc. delivers COVID-19 vaccination information to residents**

Public Health has launched the COVID-19 vaccine roll-out for people aged 80 years and older. Although there is variation between seniors' buildings, approximately 32% of residents in HYI seniors' buildings are in this age group. In buildings with mixed populations, such as the Richmond Hill Hub in the City of Richmond Hill, and Lakeside Residences in the Town of



Georgina, residents over the age of 80 account for approximately 6% of residents. HYI team members participated in Public Health COVID-19 vaccine planning discussions and contributed demographic information about HYI residents.

In view of HYI resident preferences, paper notices were distributed door-to-door to share Public Health messaging about the vaccine program. HYI continues to support vaccine communications by:

- Posting updated Public Health information in common areas of the buildings
- Directing HYI residents' vaccine inquiries to Access York
- Periodically distributing door-to-door notices, with the next delivery planned to share information about the provincial vaccine appointment booking system once that process is publicly communicated

HYI has also offered to facilitate on-site vaccination clinics in future should Public Health determine that building-specific clinics can be efficiently resourced.

### **Residents informed of provincial Rent Geared to Income simplification coming into effect July 2021**

In March, HYI delivered notices to inform residents of changes to the provincially regulated Rent Geared to Income (RGI) subsidy rules. The existing program requires extensive documentation of all current income with the resident required to report all income changes within 30 days. This RGI process is difficult for some residents to navigate. Effective July 2021, the Region will be implementing the new simplified provincial program, which shifts the program to an annual RGI calculation based on the household's income tax returns. Under this program, mid-year rent adjustments will only be made if the household has experienced a significant loss of income.

In addition to RGI, HYI administers Rent Assistance, a Regionally designed program launched in 2010 to provide rent subsidies to residents in new buildings. Rent Assistance has been based on the household's income tax returns with provisions similar to the new RGI rules for mid-year adjustments. Although the RGI program continues to be more complex than Rent Assistance, the improved alignment between programs will allow HYI to simplify some business processes, including the process to transfer residents between buildings, when needed.

Although RGI changes won't take effect until July, HYI has provided information to residents to remind them of the importance of submitting their income tax returns to the Canada Revenue Agency. The notices also provided information on virtual tax clinics to assist residents with filing income tax returns.

## **Housing York Inc. engaged residents in communities with potential intensification projects**

The review of applications for funding through Canada Mortgage and Housing Corporation's Rapid Housing Initiative, reported to the HYI Board in [February 2020](#), were completed in March. The applications included intensification at the following HYI properties:

- Orchard Heights in the Town of Aurora – eight proposed units for seniors
- Brayfield Manor in the Town of Newmarket – 20 proposed units for families, individuals, and seniors
- Nobleview Pines in the Township of King – 20 proposed units for seniors

The Rapid Housing Initiative garnered significant interest from the sector, which resulted in the Projects Stream receiving 679 applications with total funding requested exceeding \$4 billion. Of the total applications, Canada Mortgage and Housing Corporation confirmed 179 projects for funding as part of its current spending authority. Unfortunately, none of the Region's application were approved for funding.

Given the demand, Canada Mortgage and Housing Corporation is seeking additional funding to support more projects under the Rapid Housing Initiative and are keeping unsuccessful applications on file for future consideration, should additional funding be made available.

In hopes of a more favourable response, and since Regional and HYI Board approvals for the funding requests were public information, HYI took steps to ensure that residents in the potentially affected communities were directly informed of the funding application and afforded opportunities to ask questions.

Residents in each property received notices providing a high-level overview of the potential intensification along with an invitation to a virtual information session. Residents also had the option to participate by telephone. Interested residents in the seniors' communities predominately participated by telephone, with greater use of the video conferencing option at the family community meeting.

The HYI team emphasized that funding had not been confirmed and that residents would be informed once HYI learns whether the funding is approved. Residents were assured that if the project proceeded, they would have opportunities to ask further questions and identify concerns. Residents expressed appreciation for the information and no significant concerns were raised. These initial meetings support the [HYI Strategic Plan](#) commitment to develop and implement a resident consultation and engagement process to inform planning for community redevelopment. Further communication will be undertaken to update residents regarding the current status of the applications.

## **Discontinuing bulk cable program**

Two HYI properties, Orchard Heights in the Town of Aurora and Thornhill Green in the City of Markham, had bulk cable arrangements with HYI contracting directly with the service provider and paying for cable service. All residents in these communities were provided with cable service and required to pay a monthly cable charge, \$40 per month at Orchard Heights and \$45 per month at Thornhill Green, as part of their lease agreement. Residents were not able to opt out of the program.

As reported to the Board of Directors on [March 4, 2020](#), in the General Manager's Activity Update, shortly before the pandemic, HYI planned to engage residents to determine if they wanted to continue with bulk cable services. HYI intended to discontinue the bulk cable contract if the majority of residents supported that approach. Due to the pandemic, there was no opportunity to bring residents together to discuss options. Rogers was unwilling to do a shorter term contract to allow for post-COVID discussion, insisting on a five-year contract. It was understood anecdotally that most residents did not wish to continue with the contract in view of the many other options now available. In this context, the most practical approach was to allow the contract with Rogers to expire and provide support to residents through the transition.

Residents have been informed that the bulk cable program ended on March 31, 2021, and cable charges were removed from their rental payments effective April 1, 2021. HYI is working with the cable company to coordinate equipment return to minimize the inconvenience to residents. Although HYI received some complaints from residents who were happy with the bulk cable arrangements, the overall response has been positive.

## **Housing development updates**

### **Unionville Commons, City of Markham – ongoing construction work**

Martinway Developments Limited, the general contractor for this project, continues to progress with work on the ground floor and parking garage roof area. Building foundations and foundation walls, including waterproofing, have been completed. Construction of elevator shaft and columns at the lower levels P1 and P2 have been completed. All site services have been installed through foundation walls. The construction of the slab on grade for the lower parking level P2 and construction of suspended slab at level P1 have been completed. Precast stairs have been installed up to the ground floor. Construction of the ground floor slab and garage roof slab is over 90% complete. Ground floor column construction is underway.

At a meeting with the Community Liaison Committee held on February 10, 2021, members were provided with an update on the construction project as well as the planned development by Minto which is adjacent to the site. Committee members had questions about construction progress; however, most of the interest was on the future Minto development.

### **Stouffville Affordable Housing Development, Town of Whitchurch-Stouffville – architectural and engineering work has begun**


Demolition of all the existing commercial structures on the site is complete. Utilities that are on or run through the property have been disconnected. Fencing around the property has been installed to secure the proposed construction area. Architectural and engineering consulting services have begun with TCA/Thier + Curran Architects Inc. Meetings with the technical teams has begun to prepare the detailed design and the construction tender package, with the construction tender expected to close in the summer.

### **Transitional Housing, Town of Georgina – minor variance approved**

On March 17<sup>th</sup>, the province announced capital funding for the transitional housing in the Town of Georgina through the Social Services Relief Fund – Phase Two. The following day, a public information centre was held with approximately 30 attendees. Attendees had questions and comments regarding the program as well as the building design, with overall support for the project. Design for the site is progressing, and the Town of Georgina approved the minor variance application for the project. On-site construction is expected to begin in late spring.

### **Transitional Housing, Town of East Gwillimbury – design of the facility is underway**

On March 17<sup>th</sup>, the province announced the funding for the transitional housing in the Town of East Gwillimbury through the Social Services Relief Fund. On March 23, East Gwillimbury Council received a presentation on the proposed facility and the development was well supported. A public information centre is planned for mid-April. Design of the site has begun, with on-site construction to begin in the summer.



Kathy Milsom  
General Manager

Attachment (1)  
#12448280

# BUILDING BETTER TOGETHER: QUARTERLY REPORTING

## 2021 HOUSING YORK INC. (HYI) BUSINESS PLAN

Total Number of Actions Identified (2021): 53

Quarter: Q1 2021

Percentage of actions in progress: 53% (28/53 actions)

Percentage of actions completed: 0%

Percentage of targets achieved: 0%

Status Legend:

	On track		At risk		Will not be met		Not yet started
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Strategic Priority 1: Expanded Housing Portfolio

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
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	• Complete development concept and feasibility assessment	1 concept	Not yet started	
	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)	• Develop program to fund and complete development concepts	2 concepts	Not yet started	
		• Environmental scan to identify potential partners	Scan completed	Not yet started	
		• Begin engaging with potential partners to explore opportunities	Engagement process underway	On track	• Discussions with potential partners (e.g. YRRTC, local municipalities) have begun • Regional Council approved Mayor Taylor's motion to ask all lower tier municipalities to pass a resolution in support, in principle, of the provision by each municipality of two acres of land every five years for HYI or a not-for profit or for-profit site dedicated to support affordable housing
	C. Number of established partnerships for co-development on partner sites	• Environmental scan to identify potential partners	Scan completed	Not yet started	
		• Begin engaging with potential partners to explore opportunities	Engagement process underway	On track	• Discussions with potential partners have begun

Status Legend:

On track	At risk	Will not be met	Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
1.2 With Regional support, assess feasibility and initiate innovations to intensify existing HYI sites, such as: <ul style="list-style-type: none"> <li>Modular home demonstration project</li> <li>Low rise development(s)</li> <li>Public-private partnerships</li> <li>Scoping of Armitage Gardens redevelopment as part of the Newmarket Health Centre Campus master plan</li> </ul>	A. Number of units in planning and development at a stage ready for implementation based on funding	<ul style="list-style-type: none"> <li>Identify candidate HYI sites</li> </ul>	Sites identified and approved by Board	<b>On track</b>	<ul style="list-style-type: none"> <li>HYI sites have been approved by the Board for new transitional housing as well as potential sites for affordable housing that were included in the Region's application to CMHC's Rapid Housing Initiative</li> </ul>
		<ul style="list-style-type: none"> <li>Affordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal</li> </ul>	Regional Council approval secured	<b>Not yet started</b>	
	B. Number of modular homes project in operation	<ul style="list-style-type: none"> <li>Delivery of modular home units on an HYI site (pending provincial funding)</li> </ul>	One project with 4 units	<b>On track</b>	<ul style="list-style-type: none"> <li>Funding has been secured from the province to move forward with up to eight prefabricated units on the Sutton Youth site</li> <li>Planning applications have been submitted to the Town of Georgina</li> <li>Negotiations with builders are underway</li> </ul>
		<ul style="list-style-type: none"> <li>Identify candidate HYI site(s) for next modular home project</li> </ul>	HYI site(s) selected	<b>On track</b>	<ul style="list-style-type: none"> <li>HYI sites have been approved by the Board for new transitional housing as well as potential sites for affordable housing that were included in the Region's application to CMHC's Rapid Housing Initiative</li> <li>Funding has been secured from the province to move forward with up to 16 prefabricated units on the Leeder/Porter Place site</li> <li>Planning applications have been submitted to the Town of East Gwillimbury</li> <li>Negotiations with builders are underway</li> </ul>
	C. Number of low-rise infill development units under construction on an HYI site	<ul style="list-style-type: none"> <li>Identify candidate HYI site(s)</li> </ul>	1 HYI site selected	<b>Not yet started</b>	

**Status Legend:**

	On track		At risk		Will not be met		Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
	D. Number of public-private partnerships established for redevelopment of an HYI site	<ul style="list-style-type: none"> <li>Identify candidate HYI site(s)</li> </ul>	1 HYI site selected	<b>Not yet started</b>	
		<ul style="list-style-type: none"> <li>Research potential public-private models</li> </ul>	Public-private partnership models analyzed	<b>Not yet started</b>	
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	<ul style="list-style-type: none"> <li>Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units</li> </ul>	Approval for at least 116 units	<b>Not yet started</b>	
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	<ul style="list-style-type: none"> <li>N/A for 2021</li> </ul>	N/A	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	<ul style="list-style-type: none"> <li>Establish program to fund and complete development concepts</li> </ul>	Program established	<b>Not yet started</b>	
		<ul style="list-style-type: none"> <li>Engage with potential partners to explore opportunities</li> </ul>	1 partner	<b>Not yet started</b>	
	B. Number of non-profit units supported with development of conceptual plans and/or connection to funding streams, land lease opportunities or other resources	<ul style="list-style-type: none"> <li>N/A for 2021</li> </ul>	N/A	N/A	
<b>Goal 2: Investment from other levels of government</b>					
2.1 Advocate to senior levels of government to fund new HYI housing developments	A. Maintain existing federal/provincial capital development funding	<ul style="list-style-type: none"> <li>Work with the Region to target engagements (e.g. meetings or advocacy letters) with either the federal or provincial</li> </ul>	2 engagements	<b>Not yet started</b>	

**Status Legend:**

	On track		At risk		Will not be met		Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
		government to advocate for capital development funding			
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	<ul style="list-style-type: none"> <li>Negotiate municipal fee concessions for the Whitchurch-Stouffville affordable housing development and the first modular home project</li> </ul>	100%	On track	<ul style="list-style-type: none"> <li>Whitchurch-Stouffville Council approved a reduction of parkland fees</li> <li>Regional Council approved Mayor Taylor's motion to request all lower tier municipalities to amend their parkland dedication bylaw to exempt HYI from parkland fees</li> </ul>
	B. Number of municipal sites identified as suitable for affordable housing development	<ul style="list-style-type: none"> <li>Establish outreach process to identify municipal sites suitable for affordable housing development</li> </ul>	Process established	Not yet started	
<b>Goal 3: HYI residents impacted by redevelopment are supported</b>					
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	<ul style="list-style-type: none"> <li>Develop and implement an HYI resident consultation and engagement process to inform planning for community redevelopment (subject to RHI funding approval for Nobleview, Orchard Heights and/or Brayfield Manor)</li> </ul>	Consultation process implemented	On track	<ul style="list-style-type: none"> <li>Hosted information sessions for HYI residents for three potential Rapid Housing Initiative projects</li> </ul>

**Status Legend:**

	On track		At risk		Will not be met		Not yet started
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## Strategic Priority 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
<b>Goal 1: Communities are inclusive</b>					
1.1 Implement resident inclusion plan with consideration to: <ul style="list-style-type: none"> <li>Accessibility of buildings</li> <li>Inclusive communications</li> <li>Business processes and practices that respect diversity</li> <li>Partnerships to provide programs and services that are important to HYI communities</li> </ul>	A. Number of properties where accessibility inspections are completed and enhancement plans implemented*	<ul style="list-style-type: none"> <li>Establish assessment criteria and complete assessments</li> </ul>	Assessments completed for all properties	<b>Not yet started</b>	
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	<ul style="list-style-type: none"> <li>Develop a comprehensive consent to electronic communications, including Landlord and Tenant Board notices</li> </ul>	Consent form developed	<b>Not yet started</b>	
		<ul style="list-style-type: none"> <li>Identify a technology solution to manage consents</li> </ul>	Technology solution identified	<b>On Track</b>	<ul style="list-style-type: none"> <li>Identified business requirement for inclusion in 2021 planning of department business solutions</li> </ul>
	C. Residents who report that HYI treats them respectfully	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	<b>On Track</b>	<ul style="list-style-type: none"> <li>RFP for survey services contract in development</li> </ul>
	D. Participation rate for programs offered defined as the number of attendees/ program capacity	<ul style="list-style-type: none"> <li>Establish and implement data collection process for community engagement programs</li> </ul>	100% of programs to utilize tools  Baseline established  Year 4 target set	<b>Not yet started</b>	
1.2 Research and establish tools to effectively build cultural competency	A. Percent of team members trained in anti-racism	<ul style="list-style-type: none"> <li>Team members trained in anti-racism</li> </ul>	100%	<b>On track</b>	<ul style="list-style-type: none"> <li>Hosted two training workshops on anti-racism for the Housing Services management team</li> </ul>

### Status Legend:

	On track		At risk		Will not be met		Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
amongst residents, and combat behaviours of discrimination and bias that negatively impact communities	B. Percent of communities engaged in diversity and inclusion activities	<ul style="list-style-type: none"> <li>Partner with subject matter experts to deliver range of diversity and inclusion initiatives based on community needs**</li> </ul>	20% of identified communities participate in diversity and inclusion activities	On track	<ul style="list-style-type: none"> <li>Hosted one diversity and inclusion workshop for housing providers</li> <li>Working with residents at three HYI locations regarding diversity and inclusion issues</li> </ul>
<b>Goal 2: Residents are supported to have successful tenancies</b>					
2.1 Refresh the Tenancy Management Plan to reflect the changing economic environment	A. Percent of tenancies at risk for rent arrears preserved***	<ul style="list-style-type: none"> <li>Offer payment plan options and supports to households in arrears</li> </ul>	All impacted households offered options and supports	On track	<ul style="list-style-type: none"> <li>Payment plan options and supports offered to every households in arrears</li> </ul>
		<ul style="list-style-type: none"> <li>Initiate Landlord and Tenant Board proceedings for households who do not make reasonable efforts to pay rent</li> </ul>	97% of tenancies preserved	On track	<ul style="list-style-type: none"> <li>YTD number of households with N4s for rent arrears as of end of February: 69</li> <li>YTD number of evictions enforced for rent arrears as of end of February: 0</li> <li>% of tenancies preserved: 100%</li> </ul>
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	<ul style="list-style-type: none"> <li>Work with large community housing providers to establish KPI benchmark</li> </ul>	Benchmark established	On track	<ul style="list-style-type: none"> <li>Partnering with similar organizations to establish benchmark for percent of households in good standing</li> <li>Percentage of HYI households in good standing as of end of February: 92.4%</li> </ul>
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	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Not yet started	

**Status Legend:**

On track	At risk	Will not be met	Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues	<ul style="list-style-type: none"> <li>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</li> </ul>	Baseline established and year 4 target set	<b>Not yet started</b>	
	C. Percent of residents satisfied with referral services ****	<ul style="list-style-type: none"> <li>Develop and implement resident satisfaction framework</li> </ul>	Implement according to plan	<b>Not yet started</b>	

\* 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

Status Legend:

	On track		At risk		Will not be met		Not yet started
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### Strategic Priority 3: Financial Sustainability

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
<b>Goal 1: Improved life cycle value for HYI buildings</b>					
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	<ul style="list-style-type: none"> <li>Complete lifecycle analysis for replacement of building components</li> </ul>	Components over \$50K and new developments with targeted 90%	<b>Not yet started</b>	
	B. Reduction in life-cycle total cost (capital and operating and maintenance) per component	<ul style="list-style-type: none"> <li>Implement preventative maintenance module and test components</li> </ul>	Preventative maintenance module implemented and tested with selected components	<b>On Track</b>	<ul style="list-style-type: none"> <li>Implementation of preventative maintenance model in the Yardi system in progress</li> </ul>
	C. Percent increase in resident satisfied with major repairs; baseline 70%	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	<b>On Track</b>	<ul style="list-style-type: none"> <li>RFP for survey services contract in development</li> </ul>
<b>Goal 2: Increased operational efficiencies</b>					
2.1 Evaluate and improve business processes and technology to support operational efficiency and effectiveness, evolving compliance obligations, continuous improvement and outcomes-	A. Percent of residents using PAP/online banking; baseline 90%	<ul style="list-style-type: none"> <li>Establish business processes to encourage new residents to pay electronically</li> </ul>	95% of new residents pay electronically	<b>On Track</b>	<ul style="list-style-type: none"> <li>Implementation of new resident information package in progress</li> </ul>
		<ul style="list-style-type: none"> <li>Develop targeted communication plans for residents who pay by cheque or money order</li> </ul>	Communication plans developed	<b>Not yet started</b>	

#### Status Legend:

	On track		At risk		Will not be met		Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
measurement while remaining resident-centric	B. Percent of invoices processed electronically within 28 days	<ul style="list-style-type: none"> <li>Implement business processes to manage procurement electronically</li> </ul>	Business processes implemented	On Track	<ul style="list-style-type: none"> <li>Maintenance request-based invoices can now be processed electronically</li> <li>Business processes for contract-based invoices are under development</li> </ul>
	C. Average time to complete work requested through resident maintenance requests	<ul style="list-style-type: none"> <li>Update business processes to track completion time for resident requested maintenance repairs</li> </ul>	90% of resident requests performed by in-house maintenance team completed within 5 business days	Not yet started	
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	On track	<ul style="list-style-type: none"> <li>RFP for survey services contract in development</li> </ul>
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	On track	<ul style="list-style-type: none"> <li>RFP for survey services contract in development</li> </ul>
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%	<ul style="list-style-type: none"> <li>Enhance elevator procurement to better address service quality issues</li> </ul>	New elevator contract awarded	On track	<ul style="list-style-type: none"> <li>RFP in development, best practices research in progress</li> </ul>
		<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	On track	<ul style="list-style-type: none"> <li>RFP for survey services contract in development</li> </ul>
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG) emissions, utility consumption and operating costs while	A. Annual GHG reduction (tonnes) in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years (2020/21) of EUMP projects in 2021**</li> </ul>	380 tonnes after full year of operation*	On track	<ul style="list-style-type: none"> <li>RFP for work drafted, to be released in Q2</li> </ul>
	B. Annual cost savings in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years (2020/21) of EUMP projects in 2021**</li> </ul>	\$190,500 after full year of operation*	On track	<ul style="list-style-type: none"> <li>RFP for work drafted, to be released in Q2</li> </ul>

**Status Legend:**

On track	At risk	Will not be met	Not yet started
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
maintaining resident comfort levels in accordance with the HYI Energy and Utilities Management Plan (EUMP)	C. Resident satisfaction with process and impact	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Not yet started	
<b>Goal 3: New developments are operationally self-sustaining</b>					
3.1 Develop and implement a strategy to reduce the reliance on Regional subsidies while maintaining subsidized/market split	A. Subsidized/market split	<ul style="list-style-type: none"> <li>Develop proformas for Unionville and Stouffville projects that support 70/30 split</li> </ul>	Proformas complete for Unionville and Stouffville	On track	<ul style="list-style-type: none"> <li>Proformas under development</li> </ul>
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	<ul style="list-style-type: none"> <li>Establish competitive rates for market units for Unionville and Stouffville based on AMR</li> </ul>	Market rates established based on 125% AMR	Not yet started	
	C. Maximum debt as a percent of total project cost	<ul style="list-style-type: none"> <li>Establish limit for the amount of tenant-funded debt</li> </ul>	Proforma reflects 15%	On track	<ul style="list-style-type: none"> <li>Proformas under development</li> </ul>
	D. Minimum operating surplus as a percent of total revenue	<ul style="list-style-type: none"> <li>Establish minimum operating surplus</li> </ul>	Proforma reflects 10%	On track	<ul style="list-style-type: none"> <li>Proformas under development</li> </ul>
	E. Agency/commercial space revenue	<ul style="list-style-type: none"> <li>Design charrette for agency/commercial space for the Stouffville project</li> </ul>	Space design conducive for agency use/need	On track	<ul style="list-style-type: none"> <li>Architect contract awarded</li> </ul>
	F. Manageable cost/unit based on incremental costs	<ul style="list-style-type: none"> <li>Analyze per unit costs to identify opportunities for efficiencies.</li> </ul>	Top opportunities identified	Not yet started	

\*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

#### Status Legend:

On track	At risk	Will not be met	Not yet started
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## Report of the General Manager

### COVID-19 Resilience Infrastructure Stream – Potential Projects

#### Recommendations

1. The General Manager be authorized to use methods of procurement consistent with the program guidelines to ensure that timelines can be met, expediting procurement and construction projects approved for funding under the Investing in Canada Infrastructure Program.
2. The General Manager be authorized to execute all necessary documents required under the program.
3. The General Manager be authorized to adjust funding, and direct any additional or surplus funding, as required to maximize use of funds.

#### Summary

The application process for the Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure Stream – Local Government Intake opened in November 2020 for all 444 Ontario municipalities. Although funding amounts have been allocated to municipalities, the province also requires that municipalities complete the project application process. In [December 2020](#), Council endorsed projects for funding under the COVID-19 Resilience Infrastructure Stream – Local Government Intake, which included projects to be jointly delivered through Housing York Inc. (HYI) on HYI sites.

#### Key Points:

- The federal and provincial governments will provide \$1.05 billion in combined funding under the COVID-19 Resilience Infrastructure Stream to help communities deliver quick-start and short-term pandemic-resilient infrastructure projects
- The Region has been allocated \$12.32 million of which \$3.75 million of the projects applied for are for HYI sites. The application was submitted on January 7, 2021
- The projects shown in Attachment 1 were included in Council's endorsement for HYI projects

## Background

### **The Investing in Canada Infrastructure Program: COVID-19 Resilience Infrastructure Stream – Local Government Intake allocates \$12.32 million to York Region**

The Investing in Canada Infrastructure Program (ICIP) will provide more than \$180 billion in funding for Canadian municipal infrastructure projects. Under ICIP, \$33 billion is being delivered through bilateral agreements with the provinces and territories.

To address COVID-19 related challenges faced by communities, in August 2020 the federal government changed the program to give provinces and territories more funding flexibility by allowing them to transfer up to 10% of ICIP allocations to support public infrastructure projects. A new temporary COVID-19 Resilience Infrastructure Stream, with over \$3 billion, was created to help provinces and territories to act quickly on a wider range of quick-start and short-term pandemic-resilient infrastructure projects.

On October 28, 2020, Ontario announced their partnership with the federal government to provide up to \$1.05 billion in combined funding under this new funding stream.

The COVID-19 Resilience Infrastructure stream will deliver:

- Up to \$700 million for education-related projects nominated and administered by the Ministry of Education
- An allocation-based program that will deliver \$250 million to municipalities to address critical local infrastructure needs through the Ministry of Infrastructure
- Up to \$100 million for long-term care projects to be identified and administered by the Ministry of Long-Term Care

Of the \$250 million for municipalities, the Region has been allocated \$12.32 million. In [December 2020](#), Council endorsed projects to be put forward for funding under the ICIP COVID-19 Resilience Infrastructure Stream – Local Government Intake.

### **Four categories have been established for types of capital projects**

Funding is available for capital projects under the following four categories:

- Category 1: Retrofits, repairs and upgrades for municipal, territorial, provincial, Indigenous buildings, health infrastructure and educational infrastructure
- Category 2: COVID-19 response infrastructure, including building or modifying infrastructure to support physical distancing, safety retrofits and expansions
- Category 3: Active transportation infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths
- Category 4: Disaster mitigation and adaptation projects, including natural infrastructure, flood and fire mitigation, and tree planting and related infrastructure

Municipalities may consolidate multiple assets within one of the four categories under one project submission. The Region was permitted to submit a maximum of five projects. Projects that have already commenced construction or contain no capital components (e.g. planning projects) are ineligible.

Eligible costs associated with each project cannot exceed \$10 million

### **Municipal cost sharing is not required for this program**

The federal government will cover 80% of the total eligible costs and the province will cover the remaining 20%. Total eligible costs for all submitted projects must not exceed York Region's \$12.32 million allocation.

### **Notification of approved projects is anticipated in spring 2021**

The Region's applications for multiple projects were submitted to the province through the Transfer Payment Ontario system January 7, 2021. Projects must begin construction by September 30, 2021, and construction must be completed by December 31, 2021.

Applications will be reviewed and prioritized by the province on a first-come first-served basis and no deadline extensions will be considered. The province will notify applicants if their projects have been selected for nomination to the federal government for review and approval. Federal decisions are anticipated this spring. Construction contracts to do the capital work will be awarded after federal approval is confirmed.

## **Analysis**

### **HYI worked with the Region to identify \$3.75 million in projects that would meet the program eligibility requirements while maximizing the Region's \$12.32 million allocation**

Table 1 summarizes potential funding for HYI under the two applicable funding categories. Project details are provided in Attachment 1.

<b>Table 1</b>	
<b>Summary of Housing York Inc. Potential Funding</b>	
<b>Category</b>	<b>\$ (million)</b>
Category 1: Retrofits, repairs and upgrades for municipal infrastructure	2.9
Category 2: Covid-19 response infrastructure	0.85
<b>Total</b>	<b>\$3.75</b>

### **Flexibility with contracts will help facilitate efficient delivery of these projects**

The ICIP requires applicants to use a value for money procurement approach. Any requests for sole source procurement exemptions required a business case to accompany the ICIP application. The Region's application did not include any sole sourcing business cases on behalf of HYI projects.

York Region supports the HYI procurement process. The HYI [Purchasing Bylaw](#) (Section 7.3) stipulates that where the total cost of any deliverable exceeds \$100,000, either a request for tenders or a request for proposals shall be issued. Given current demand on the Region's procurement capacity due to COVID-19, using the typical public procurement process could take several months, putting the projects and funding at risk.

It is in the best interest of HYI to use invitational, competitive bidding to ensure project timelines can be met. As required by the program guidelines, the procurement will be executed

undertaking a competitive pricing or tendering process to demonstrate value for money. Staff will endeavor to obtain the best value for deliverables purchased without the full formality of a public call for bids.

This funding supports the Healthy Communities priority set by Regional Council in the York Region [2019 to 2023 Strategic Plan](#). The Healthy Communities priority in the 2019 to 2023 Strategic Plan focuses on the health, safety and well-being of the Region's residents through delivering and promoting affordable housing. In addition, the Region's [Official Plan](#) directly supports the creation of new affordable housing.

## Financial Considerations

Some of the proposed projects that would be funded through the COVID -19 Resilience Infrastructure Stream are currently in the HYI capital plan, while others are incremental to it. Funding projects currently in HYI's capital program would, upon approval, result in savings of approximately \$2.9 million. These savings could be used to fund other HYI priority capital projects.

Funding under this program is claims based and will be reimbursed through the Region upon review and approval of eligible costs. While cost overruns would be HYI's responsibility, it is not clear if the savings from one project can be applied to any potential overage of another project.

## Local Impact

Local municipalities are also in receipt of approximately \$25 million COVID-19 Resilience Infrastructure Stream funding.

## Conclusion

Through the ICIP, HYI has an opportunity to provide new energy and health and safety initiatives by December 31, 2021. Flexibility with procurement will help facilitate efficient and timely delivery of these projects. The projects will provide capital and operational savings, as well as health and safety improvements to HYI facilities.

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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.

March 25, 2021  
Attachment 1  
#12495511

# ATTACHMENT 1

## COVID-19 Resilience Infrastructure Stream Funding Application Housing York Inc. Project Submission List

PROJECTS	\$ Million
<b>Category 1: Retrofits, repairs and upgrades for municipal infrastructure</b>	
Energy and utility management enhancements at HYI properties including: <ul style="list-style-type: none"> <li>• LED lighting retrofit</li> <li>• Domestic hot water management system</li> <li>• Central heating management</li> <li>• Low-flow water fixtures</li> <li>• Enhanced energy efficient window replacement</li> </ul>	1.58
Site improvement for Emergency Housing Facility property, including: <ul style="list-style-type: none"> <li>• Septic system replacement</li> <li>• Fire protection water storage replacement</li> </ul>	1.32
<b>Subtotal</b>	<b>2.90</b>
<b>Category 2: COVID-19 response infrastructure</b>	
Reconfiguration of HYI site offices at 25 HYI properties to provide enhanced physical distancing and barriers	.23
Access control at Armitage Gardens and Newmarket Health Centre to provide separation between long-term care and housing facility	.08
Health and safety measures at 27 HYI properties to provide staff with a designated area to transition after involvement with an incident that could pose a health concern	.54
<b>Subtotal</b>	<b>.85</b>
<b>Total Amount</b>	<b>3.75</b>





## Report of the General Manager

### **Quarterly Contract Awards and Purchase of Additional Deliverables- January 1, 2021 to March 31, 2021**

#### **Recommendation**

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

#### **Summary**

This report advises the Housing York Inc. (HYI) Board of Directors of all contracts over \$100,000 awarded by the General Manager or President from January 1, 2021 to March 31, 2021, as required by [Purchasing Bylaw No.1-18](#).

For the period January 1, 2021 to March 31, 2021:

- One contract was awarded by the General Manager
- There were no contracts awarded by the President
- One extension to a contract was authorized jointly by the Chair and the President

#### **Background**

##### **The Purchasing Bylaw requires quarterly reporting to the Board on contract awards over \$100,000**

Purchasing Bylaw No.1-18 requires contract awards to be reported quarterly to the Board. The Purchasing Bylaw also requires goods and services exceeding \$100,000 to be purchased through a request for proposal or request for tender.

The General Manager has the authority to award contracts provided that:

- The request for tender award is made to the lowest successful compliant bidder and the total cost does not exceed \$500,000
- The request for proposal award total cost does not exceed \$500,000

The President has the authority to award contracts provided that:

- The request for tender award is made to the lowest successful compliant bidder and the total cost does not exceed \$1,000,000

- The request for proposal award total cost does not exceed \$1,000,000

In procurements where only one bid is received, management must confirm the bid represents good value. Evidence of good value can be:

- Consistency with pre-tender scope of work and cost estimates;
- Consistency with previous similar contracts; and/or
- Consistency with prices obtained by other municipalities for similar goods and services.

The Purchasing Bylaw requires reporting of the purchase of additional deliverables jointly awarded by the Chair and President.

## Analysis

### The General Manager has authority to award contracts up to \$500,000

Table 1 provides details for the contract awarded by the General Manager during the period of January 1, 2021 to March 31, 2021. The vendor identified in the contract award in Table 1 submitted the lowest compliant bid.

**Table 1**  
**General Manager Contract Awards**  
**January 1, 2021 to March 31, 2021**

Contract Description		
<b>T-20-20 - Balcony Repairs and Railing Replacements at Maplewood Place, 71 Dunlop Street in the City of Richmond Hill</b>  Supply all labour, materials and equipment and transportation to complete the balcony repairs and railing replacements at Maplewood Place  Term: 120 working days from Notice to Commence Work	Number of bids	33
	Vendor	SAB Building Restoration Ltd.
	Budget estimate	\$350,000.00
	Bid amount	\$272,573.28

### The President has authority to award contracts up to \$1,000,000

There were no contracts awarded by the President from January 1, 2021 to March 31, 2021.

### The President and Board Chair awarded additional janitorial services at Woodbridge Lane, in the City of Vaughan

Under Section 12.5(a) of the Purchasing Bylaw, the President and the Chair may jointly authorize the purchase of additional deliverables. The existing janitorial contract that began in May 2020 was approaching the contract end in January 2021, and required a minor increase for the provision of uninterrupted services to the end of January 2021. A new competitively bid



contract is in place for these services as of February 1, 2021. Purchases made under the noted provision of the Purchasing Bylaw require a report to the Board. Table 2 provides vendor and contract details.

**Table 2**  
**2021 Second Quarter Purchase of Additional Deliverables**  
**January 1, 2021 to March 31, 2021**

Contract Description		
<b>Janitorial Services for Woodbridge Lane, in the City of Vaughan</b>  Term: Extended to January 31, 2021	Purchase of additional deliverables	Purchase of additional deliverables to prevent an interruption in janitorial service delivery
	Vendor	SQM Janitorial Services Inc.
	Original approval	\$23,733.00
	Additional award amount	\$1,000*

\*Only \$263.33 of the authorized additional amount was required.

### Financial Considerations

The contract awarded is within the approved capital and operating budgets. There are no other financial implications.

### Local Impact

The contracted work ensures HYI properties are well maintained.

### Conclusion

The General Manager has delegated authority to award all tender and proposal contracts up to \$500,000 under [Purchasing Bylaw No.1-18](#). The contract award identified in Table 1 is in compliance with the Purchasing Bylaw and the authority delegated by the Board. The contract awarded by the General Manager from January 1, 2021 to March 31, 2021 has a total value of \$272,573.28. There were no contracts awarded by the President from January 1, 2021 to March 31, 2021. An extension to the janitorial services for Woodbridge Lane was authorized jointly by the Board Chair and President.

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



Recommended by:

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Approved for Submission:

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President, Housing York Inc.

March 16, 2021

#12618950