

Agenda
Housing York Inc. Board of Directors

October 13, 2021

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 September 8, 2021**

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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: 2022 Housing York Inc. Business Plan
and Budget**

Kathy Milsom, General Manager, Housing Services

Kerry Hobbs, Director, Housing Operations, Housing Services

Michelle Willson, Director, Program Finance and Chief Financial
Officer, Housing York Inc.

(See Item G.1)

E. Deputations

None

F. Communications

F.1. Housing York Inc. Activity Update 5

Memorandum from Kathy Milsom, General Manager, Housing Services dated September 20, 2021

Recommendation: Receive

G. Reports

G.1. Building Better Together: 2022 Housing York Inc. Business Plan and Budget 27

Report dated September 22, 2021 from the General Manager and Chief Financial Officer recommending that:

1. The Housing York Inc. Board of Directors approve:
 - a. The 2022 Housing York Inc. Business Plan (Attachment 1)
 - b. Housing York Inc.'s 2022 Budget (Attachment 2)

G.2. Quarterly Contract Awards - July 1, 2021 to September 30, 2021 67

Report dated September 22, 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

September 8, 2021

Electronic Meeting

Directors: W. Emmerson, 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,
J. Li, K. Milsom, N. Murchison, Z. Phillips, R. Profitt, J. Scholten,
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 June 2, 2021

Moved by Regional Councillor Hamilton

Seconded by Regional Chair Emmerson

That the Board confirm the Minutes of the Housing York Inc. Board of Directors meeting held on June 2, 2021.

Carried

D. Presentations

D.1 Housing York Inc. Monthly Activity Update

Moved by Mayor Pellegrini

Seconded by Mayor Lovatt

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

Carried

E. Deputations

None

F. Communications

F.1 Housing York Inc. Activity Update

Moved by Mayor Pellegrini

Seconded by Mayor Lovatt

That the Board receive the memorandum from Kathy Milsom, General Manager, Housing York Inc. dated August 6, 2021.

Carried

F.2 Transfer of Land to Housing York Inc. at 5676 Main Street in the Town of Whitchurch-Stouffville

Moved by Mayor Lovatt

Seconded by Regional Councillor Vegh

That the Board receive the communication from Christopher Raynor, Regional Clerk dated June 29, 2021.

Carried

G. Reports

G.1 Quarterly Contract Awards, Including Emergency Purchases - April 1, 2021 to June 30, 2021

Moved by Regional Chair Emmerson

Seconded by Mayor Quirk

That the Board adopt the following recommendation in the report dated August 10, 2021 from the General Manager:

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

Carried

G.2 2021 Mid-Year Financial Update

Moved by Regional Councillor Vegh

Seconded by Mayor Quirk

That the Board adopt the following recommendation in the report dated August 10, 2021 from the General Manager and Chief Financial Officer:

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

Carried

H. Other Business

Regional Chair Emmerson announced that the 2022 Council and Committee meeting calendar will be considered by Regional Council on September 23, 2021 and will reflect that Housing York Inc. Board meetings are scheduled on Thursdays rather than Wednesdays.

I. Private Session

The Board did not resolve into Private Session.

I.1 Private Minutes of the Housing York Inc. Board of Directors Meeting on June 2, 2021

Moved by Mayor Lovatt

Seconded by Regional Councillor Hamilton

That the Board confirm the private Minutes of the Board of Directors meeting held on June 2, 2021.

Carried

J. Adjournment

There being no further business, the Board adjourned at 9:19 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: September 20, 2021
Re: Housing York Inc. Activity Update

2021 Housing York Inc. Business Plan, third quarter update

Included with this update, as Attachment 1, is the third quarter report of performance against the 2021 Housing York Inc. (HYI) business plan. As the attachment demonstrates, 66% of actions are in progress and 28% of actions have now been completed, up from 9% in the previous quarter. Some highlights are noted below.

Highlights for Strategic Priority 1: Expanded Housing Portfolio

- Transitional housing projects are underway. Substantial completion is targeted for the end of 2021 for 18 prefabricated units on the Leeder/Porter Place site in the Town of East Gwillimbury, as well as eight conventionally-constructed units on the Sutton Youth site in the Town of Georgina.
- Meetings have been held with a number of potential partners to support new development/redevelopment. This includes engaging with developers to discuss sites in the Towns of Aurora and Whitchurch-Stouffville, continued discussions with City of Markham and York Region Rapid Transit Corporation regarding potential development near the Yonge North Subway Extension, and discussions with non-profit providers that are considering redevelopment.

Highlights for Strategic Priority 2: Inclusive Communities and Successful Tenancies

- A request for proposals has been issued to retain a consultant to establish methodology for resident surveys that will be administered in 2022. Surveys will evaluate measures such as resident satisfaction with referral services, percentage of program participants who feel the right programs are available in their HYI community, and more.
- Business processes have been established to identify and track tenancy management activities for tenancies at risk due to behaviour-related issues. A baseline and four-year

target of 90% has been set for the percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues, meeting the 2021 target for this action.

Highlights for Strategic Priority 3: Financial Sustainability

- To support operational efficiencies, the Property Management team is engaging with residents who pay by cheque or money order to begin using pre-authorized payments/online banking.
- Proformas are complete for Unionville Commons in the City of Markham and the project in the Town of Whitchurch-Stouffville that reduce the reliance on Regional subsidies while maintaining a 70/30 subsidized/market split, meeting the target.

Housing York Inc. successfully responded to multiple fires in August

HYI's fire safety program includes resident education as well as regular inspections, testing and enhancement of equipment. This program was put to the test on four occasions during the month of August:

- On August 18, 2021, an overloaded extension cord caused a fire at Founders Place, 540 Timothy Street in the Town of Newmarket. Thanks to the building superintendent's quick action to extinguish the fire, there were no injuries and only minimal damage.
- On August 23, 2021, an elevator component failed at Fairy Lake Gardens located at 468 Eagle Street in the Town of Newmarket, triggering the fire safety system. While there was no fire, there was smoke in the penthouse mechanical room. Many residents chose to evacuate when the alarm sounded. All residents were able to return to their homes within two hours. One elevator was in service until September 8th, when the damaged component of the other elevator was replaced.
- On August 25, 2021, the building superintendent working at Trinity Square in the City of Markham heard a smoke alarm sounding in a townhouse unit and saw smoke through a kitchen window. As no one was home, he entered the unit and was able to extinguish a stovetop fire before any significant damage occurred.
- On August 27, 2021, a bar fridge caught fire in a townhouse unit bedroom at Mulock Village in the Town of Newmarket. Central York Fire Services responded quickly and was able to prevent damage to the adjoining units. Although the source unit will require extensive remediation with a preliminary cost estimate of over \$350,000, there were no injuries, and the HYI team was able to relocate the resident to another HYI property.

In every instance, the fire safety systems worked as designed, and the responsiveness of the HYI team minimized resident impact. Most importantly, there were no injuries to residents or employees.

Central York Fire Services delivers smoking fire safety campaign

Central York Fire Services collaborated with HYI to educate and remind residents of the importance of properly disposing of smoking materials. The goal of the campaign was to educate residents in multi-unit and high-rise buildings on the safe disposal of cigarette butts and other smoking material.

Due to COVID-19, Central York Fire Services was not able to do a typical campaign that includes knocking on residents' doors and engaging with residents. To safely educate residents this year, Central York Fire Services distributed door hangers to units and encouraged residents to call with any questions.

Provincial government launches an online tool to help provide tenants and landlords with information about their rights and responsibilities

Tribunals Ontario launched [Navigate Tribunals Ontario](#) in July 2021 to provide easy to understand Landlord and Tenant Board information on the rights and responsibilities of tenants and landlords. The tool guides landlords and tenants through a series of questions, and provides options and next steps for specific question and concern. The tool is designed to help tenants and landlords navigate the processes required to file applications, participate in hearings and other related matters.

***Residential Tenancies Act* amendments came into effect in September 2021 and include changes to collecting arrears from former residents**

On September 1, 2021, the following [amendments](#) under the *Residential Tenancies Act* came into effect:

- A landlord can now file claims against former tenants through the Landlord and Tenant Board for rent arrears and compensation up to one year after the tenant moved out, provided that the tenancy ended on or after September 1, 2021.
- A landlord can now file a claim through the Landlord and Tenant Board for compensation for expenses incurred as a result of a current tenant's failure to pay utilities and costs incurred from the tenant's conduct that substantially interfered with the landlord's reasonable enjoyment or lawful right, privilege or interest.

The changes with respect to unpaid tenant utility costs will be particularly helpful for HYI properties where the lease agreement requires the tenant to pay the municipal water bill for the unit. Unpaid water bills can be added to the property tax bill. Prior to the regulatory changes, HYI was responsible for the cost of unpaid tenant water bills but could not pursue recovery of these funds from the tenant through the Landlord and Tenant Board processes.

Housing York Inc. supports residents in voting safely

Elections Canada posters were delivered door-to-door to all HYI units in early September. Recognizing that some residents may not be comfortable going to polling stations this year, the posters provided information on voting options, including instructions on how to vote by mail. Delivering printed posters supports HYI's goal to provide inclusive communications, recognizing that some residents have technology limitations.

HYI also supported Elections Canada in holding advanced mobile and election day polling stations in seniors' buildings. COVID-19 safety measures were strictly observed. In total, residents in 12 buildings had the opportunity to cast their vote without leaving their building.

Residents participate in Transportation Master Plan survey

York Region Transportation Services is updating its 30-year Transportation Master Plan and enlisted HYI residents for feedback. The plan considers the Region's requirements to support the transportation needs of everyone living in York Region. The survey was advertised on resident notice boards in HYI buildings across the portfolio. Residents were asked to complete a survey on how transportation contributes to their quality of life and experience in their communities. The data collected will help inform an update to the Transportation Master Plan.

Housing development updates

Founders Place, 540 Timothy Street, Town Newmarket – emergency power generator

Built in 1978, Founders Place is a nine storey, 100 unit seniors apartment building, located at 540 Timothy Street in the Town Newmarket. Through a conditional assessment, the existing 30 kilowatt diesel generator was recommended for replacement. This project will instal a 150 kilowatt natural gas generator. The new generator will provide backup power for the fire pump, lighting panel and add new backup capability for the public spaces, elevators and the building's heating, ventilation and air conditioning system. This project is scheduled to commence in October 2021, and is expected to be completed by May 2022.

Unionville Commons, City of Markham – ongoing construction work

The general contractor for the project continues to progress with work on the eighth and ninth floors of the 12-storey building. Masonry work has been completed in the underground levels and is underway on the ground floor. The project is progressing as planned and is scheduled to be completed in 2023.

Stouffville Affordable Housing Development, Town of Whitchurch-Stouffville – public procurement process to select the builder has started

The public procurement process to select a builder has started and the tender closes in November 2021. Construction is scheduled to commence late 2021 or early 2022. Construction is anticipated to be completed by the end of 2023.

A handwritten signature in black ink, appearing to read 'Kathy Milsom', with a long, sweeping underline.

Kathy Milsom
General Manager

Attachment (1)

#13256057

BUILDING BETTER TOGETHER: QUARTERLY REPORTING

2021 HOUSING YORK INC. (HYI) BUSINESS PLAN

Number of 2021 actions identified: 53

Quarter: Q3 2021

Actions in progress: 66% (35/53 actions)

Actions deferred: 6% (3/53 actions)

Actions completed: 28% (15/53 actions)

Targets achieved: 24% (13/55 targets)

Note: One action contains multiple targets
 Percentages may exceed 100% due to rounding







Status Legend:

<div></div>	Complete	<div></div>	On track	<div></div>	At risk	<div></div>	Will not be met	<div></div>	Not yet started	<div></div>	Deferred or N/A for 2021
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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	<ul style="list-style-type: none"> Complete development concept and feasibility assessment 	1 concept	On track	<ul style="list-style-type: none"> Development concepts underway for two Region-owned sites that were included as priority projects in an amended application for the Rapid Housing Initiative Round 2 Sites in the Town of Aurora, Township of King and City of Markham from Round 1 remain in Round 2 application, but have not been identified as a priority due to size and future development potential
	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)	<ul style="list-style-type: none"> Develop program to fund and complete development concepts 	2 concepts	On track	<ul style="list-style-type: none"> Meetings have been held with developers to discuss opportunities on sites in the Towns of Aurora and Whitchurch-Stouffville Discussions are continuing with City of Markham and YRRTC regarding potential development near the Yonge North Subway Extension Continued advocacy is underway for end of mortgage savings as a potential source of funding for these projects
		<ul style="list-style-type: none"> Environmental scan to identify potential partners 	Scan completed	Complete	Met target in Q3: <ul style="list-style-type: none"> Scan completed and discussions are underway with potential partners
		<ul style="list-style-type: none"> Begin engaging with potential partners to explore opportunities 	Engagement process underway	On track	<ul style="list-style-type: none"> Meetings held with potential partners, including local municipalities and developers Will be working in partnership with municipalities that have passed resolutions to provide land to identify potential sites Followed up with municipalities that have not yet responded to Council's request for

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
					the provision of land and exemption of parkland dedication fees
	C. Number of established partnerships for co-development on partner sites	• Environmental scan to identify potential partners	Scan completed	Complete	Met target in Q3: <ul style="list-style-type: none"> • Scan completed and meetings held with potential partners including local municipalities and developers • Consultant retained to explore opportunities with potential partners
		• Begin engaging with potential partners to explore opportunities	Engagement process underway	On track	• Discussions continuing regarding partnership for development on sites in in the Towns of Aurora and Whitchurch-Stouffville
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 project • Low rise development(s) • Public-private partnerships • Scoping of Armitage Gardens redevelopment as part of the Newmarket Health Centre Campus master plan 	A. Number of units in planning and development at a stage ready for implementation based on funding	• Identify candidate HYI sites	Sites identified and approved by Board	Complete	Met target in Q3: <ul style="list-style-type: none"> • HYI sites have been approved by the Board for new transitional housing in the Towns of East Gwillimbury and Georgina • Council approved use of Regional sites in the Town of Newmarket and the City of Markham, which were included in an updated application to CMHC's Rapid Housing Initiative Round 2 • CMHC decision on funding application is anticipated in late October
		• Affordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal	Regional Council approval secured	On track	<ul style="list-style-type: none"> • Continued planning, including identifying redevelopment sites and new development opportunities to support doubling the rate of growth as well as reviewing estimated construction costs and funding sources • Continued advocacy is underway for end of mortgage savings as a potential source of funding for these projects • Council report planned for the fall
	B. Number of modular homes project in operation	• Delivery of modular home units on an HYI site (pending provincial funding)	One project with 4 units	On track	• Funding has been secured from the province for eight units on the Sutton Youth site in the Town of Georgina

Status Legend:

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
					<ul style="list-style-type: none"> Site works are underway, with substantial completion targeted for the end of 2021 Low bid contractor provided units through conventional construction with similar timelines to modular
		<ul style="list-style-type: none"> Identify candidate HYI site(s) for next modular home project 	HYI site(s) selected	Complete	Met target in Q3: <ul style="list-style-type: none"> Site was approved by the Board in Q1 Funding has been secured from the province for 18 prefabricated units on the Leeder/Porter Place site in the Town of East Gwillimbury Site works are underway, with substantial completion targeted for the end of 2021
	C. Number of low-rise infill development units under construction on an HYI site	<ul style="list-style-type: none"> Identify candidate HYI site(s) 	1 HYI site selected	Complete	Exceeded target in Q3: <ul style="list-style-type: none"> Two-Region owned sites selected Development concepts underway, and sites included in an amended application for the Rapid Housing Initiative Round 2 CMHC decision on funding application is anticipated in late October
	D. Number of public-private partnerships established for redevelopment of an HYI site	<ul style="list-style-type: none"> Identify candidate HYI site(s) 	1 HYI site selected	Complete	Exceeded target in Q2: <ul style="list-style-type: none"> Two sites have been identified consistent with the HYI Portfolio Management Plan: Armitage Gardens in the Town of Newmarket and Nobleview Pines in the Township of King Funding included in the Region's capital plan, contingent on federal/provincial contribution Report to be presented to the HYI Board in the fall
		<ul style="list-style-type: none"> Research potential public-private models 	Public-private partnership models analyzed	On track	<ul style="list-style-type: none"> Research underway and consultant retained to review potential public-private models

Status Legend:

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

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	<ul style="list-style-type: none"> Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units 	Approval for at least 116 units	Complete	Met target in Q3: <ul style="list-style-type: none"> Funding for the redevelopment of Armitage Gardens is included in the Region's approved 2020 capital plan for approximately 200 units, subject to federal and provincial funding RFP under development for community engagement following model used successfully by the Town of Newmarket for the Mulock property
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	<ul style="list-style-type: none"> N/A for 2021 	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"> Establish program to fund and complete development concepts 	Program established	On track	<ul style="list-style-type: none"> Program funding considered for the draft 20-year capital budget submission in 2024 and 2026 to support capital development or redevelopment by non-profit housing providers Consultant retained to develop program parameters End of mortgage funding provides a potential opportunity to support non-profit development projects
		<ul style="list-style-type: none"> Engage with potential partners to explore opportunities 	1 partner	On track	<ul style="list-style-type: none"> Meetings held with non-profit providers that are considering redevelopment
	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"> N/A for 2021 	N/A	N/A	

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
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	<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 	2 engagements	Complete	Met target in Q2: <ul style="list-style-type: none"> As part of the Region's <i>10-Year Housing and Homelessness Plan 2019/2020 Progress Report</i> and 2021 Action Plan, submitted letters to federal and provincial governments advocating for ongoing capital funding to support development of at least 200 new community housing units per year, as well as continued funding under the Social Services Relief Fund Meeting held with Federation of Canadian Municipalities representatives to secure advocacy support
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"> Negotiate municipal fee concessions for the Whitchurch-Stouffville affordable housing development and the first modular home project 	100%	Complete	Met target in Q3: <ul style="list-style-type: none"> Concessions achieved for all projects: <ul style="list-style-type: none"> Council of the Town of Whitchurch-Stouffville approved a reduction of parkland fees The Towns of Georgina and East Gwillimbury provided parkland fee exemptions
	B. Number of municipal sites identified as suitable for affordable housing development	<ul style="list-style-type: none"> Establish outreach process to identify municipal sites suitable for affordable housing development 	Process established	On track	<ul style="list-style-type: none"> Followed up with municipalities that have not yet responded to Council's request for the provision of land Responses are outstanding from the Town of Aurora and the Cities of Richmond Hill and Vaughan Will be working with those municipalities that have passed resolutions to dedicate land to identify potential sites

Status Legend:

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
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	<ul style="list-style-type: none"> Develop and implement an HYI resident consultation and engagement process to inform planning for community redevelopment (subject to Rapid Housing Initiative funding approval for Nobleview, Orchard Heights and/or Brayfield Manor) 	Consultation process implemented	Complete	<ul style="list-style-type: none"> Consultation process implemented that included information sessions for HYI residents for three potential Rapid Housing Initiative projects Informed residents that funding application was not approved, and the projects are not proceeding at this time







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Strategic Priority 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
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 that are important to HYI communities 	A. Number of properties where accessibility inspections are completed and enhancement plans implemented*	<ul style="list-style-type: none"> • Establish assessment criteria and complete assessments 	Assessments completed for all properties	Will not be met	<ul style="list-style-type: none"> • Held a series of workshops to inform assessment criteria through review of 2019 resident survey responses, recurring resident accommodation requests and ongoing accessibility enhancement initiatives • Secured consultant to finalize assessment criteria <p>Why not met:</p> <ul style="list-style-type: none"> • Due to competing workload pressures for initiatives that are time-sensitive for third party funding <p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Recruitment underway to support projects <p>Consequences:</p> <ul style="list-style-type: none"> • Assessments are anticipated to be complete in early 2022 • No operational impacts are expected
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	<ul style="list-style-type: none"> • Develop a comprehensive consent to electronic communications, including Landlord and Tenant Board notices 	Consent form developed	On track	<ul style="list-style-type: none"> • Working with Legal Services to adapt new Landlord and Tenant Board "Consent to Service by Email" form to address all HYI electronic consent requirements
		<ul style="list-style-type: none"> • Identify a technology solution to manage consents 	Technology solution identified	On track	<ul style="list-style-type: none"> • Yardi identified as preferred tool for tracking consents • Working with Yardi and department IT to implement configuration requirements

Status Legend:

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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	C. Residents who report that HYI treats them respectfully	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
	D. Participation rate for programs offered defined as the number of attendees/ program capacity	<ul style="list-style-type: none"> Establish and implement data collection process for community engagement programs 	100% of programs to utilize tools Baseline established Year 4 target set	On track	<ul style="list-style-type: none"> Data collection process under development Draft tools to be piloted in all communities where programs are delivered in Q4
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	<ul style="list-style-type: none"> Team members trained in anti-racism 	100%	On track	<ul style="list-style-type: none"> Four training workshops held on anti-racism for the Housing Services management team One focus group held with blended team to provide feedback on ensuring a safe and inclusive work environment Continuing to work with consultant to further refine tools for the team, which will be piloted in Q4 Planning for additional knowledge-building sessions in Q4, with a final review of process in Q1 2022
	B. Percent of communities engaged in diversity and inclusion activities	<ul style="list-style-type: none"> Partner with subject-matter experts to deliver range of diversity and inclusion initiatives based on community needs** 	20% of identified communities participate in diversity and inclusion activities	Complete	Exceeded target in Q2: <ul style="list-style-type: none"> Five communities have been identified to participate in diversity and inclusion activities, four of which (80%) have participated in activities Hosted workshops for housing providers and working directly with residents regarding diversity and inclusion issues, with plans to begin supporting the remaining community

Status Legend:

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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
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***	• Offer payment plan options and supports to households in arrears	All impacted households offered options and supports	On track	• Payment plan options and supports continue to be offered to all households in arrears
		• Initiate Landlord and Tenant Board proceedings for households who do not make reasonable efforts to pay rent	97% of tenancies preserved	On track	<ul style="list-style-type: none"> • YTD number of households issued N4s for rent arrears as of end of August: 143 • YTD number of evictions enforced for rent arrears as of end of August: 2 • Percent of tenancies preserved: 98.6%
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	• Work with large community housing providers to establish KPI benchmark	Benchmark established	On track	No change from previous quarter: <ul style="list-style-type: none"> • Working with other Service Manager-owned and operated housing companies to develop processes to share data based on existing Housing Partnership Canada definition of households in good standing (that is, households not in arrears) • Next sector meeting to enable discussion is scheduled for October
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	• Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	On track	• RFP issued to retain consultant to establish survey methodology
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues	• 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	Baseline established and year 4 target set	Complete	Met target in Q3: <ul style="list-style-type: none"> • Business process and baseline of 90% established • Year 4 target: maintain 90%

Status Legend:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	C. Percent of residents satisfied with referral services ****	<ul style="list-style-type: none"> Develop and implement resident satisfaction framework 	Implement according to plan	On track	<ul style="list-style-type: none"> RFP issued to retain a consultant to establish survey methodology Implementation will occur in 2022, in accordance with the work 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

Status Legend:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Strategic Priority 3: Financial Sustainability

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
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	<ul style="list-style-type: none"> Complete lifecycle analysis for replacement of building components 	Components over \$50K and new developments with targeted 90%	On track	No change from previous quarter <ul style="list-style-type: none"> Preliminary analysis complete with final analysis by the end of 2021 Work remaining will be completed in Q4
	B. Reduction in life-cycle total cost (capital and operating and maintenance) per component	<ul style="list-style-type: none"> Implement preventative maintenance module and test components 	Preventative maintenance module implemented and tested with selected components	On track	<ul style="list-style-type: none"> Preventative maintenance plans updated for generators and townhouse furnaces (the selected components), and all related assets tagged to support implementation in Yardi System testing in progress
	C. Percent increase in resident satisfied with major repairs; baseline 70%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
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%	<ul style="list-style-type: none"> Establish business processes to encourage new residents to pay electronically 	95% of new residents pay electronically	On track	<ul style="list-style-type: none"> Business processes established
		<ul style="list-style-type: none"> Develop targeted communication plans for residents who pay by cheque or money order 	Communication plans developed	On track	<ul style="list-style-type: none"> Property Management team has begun following up individually with residents who normally pay by cheque or money order
	B. Percent of invoices processed electronically within 28 days	<ul style="list-style-type: none"> Implement business processes to manage procurement electronically 	Business processes implemented	Complete	Met target in Q2: <ul style="list-style-type: none"> Business processes implemented to enable all purchase orders to now be issued electronically to support timely invoice reconciliation

Status Legend:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	C. Average time to complete work requested through resident maintenance requests	<ul style="list-style-type: none"> Update business processes to track completion time for resident requested maintenance repairs 	90% of resident requests performed by in-house maintenance team completed within 5 business days	On track	<ul style="list-style-type: none"> Yardi tracking process identified and report development in progress Planning training for the team on tracking completion time in Q4
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
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"> Enhance elevator procurement to better address service quality issues 	New elevator contract awarded	On track	<ul style="list-style-type: none"> In collaboration with Legal Services and the Procurement Office, new RFP format is being utilized to consider both qualitative and financial criteria for best value for money RFP in process of being issued
		<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
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	A. Annual GHG reduction (tonnes) in communities with retrofits completed	<ul style="list-style-type: none"> Complete two years (2020/21) of EUMP projects in 2021** 	380 tonnes after full year of operation*	Deferred	<ul style="list-style-type: none"> RFP closed Deferring work to make use of anticipated federal and provincial funding Deferral to 2022 will not cause operational or health and safety risks
	B. Annual cost savings in communities with retrofits completed	<ul style="list-style-type: none"> Complete two years (2020/21) of EUMP projects in 2021** 	\$190,500 after full year of operation*	Deferred	<ul style="list-style-type: none"> RFP closed Deferring work to make use of anticipated federal and provincial funding Deferral to 2022 will not cause operational or health and safety risks

Status Legend:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
Management Plan (EUMP)	C. Resident satisfaction with process and impact	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	On track	<ul style="list-style-type: none"> RFP issued to retain consultant to establish survey methodology
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	<ul style="list-style-type: none"> Develop proformas for Unionville and Stouffville projects that support 70/30 split 	Proformas complete for Unionville and Stouffville	Complete	Met target in Q3: <ul style="list-style-type: none"> Proformas complete for Unionville and Stouffville that support a 70/30 split
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	<ul style="list-style-type: none"> Establish competitive rates for market units for Unionville and Stouffville based on AMR 	Market rates established based on 125% AMR	Deferred	<ul style="list-style-type: none"> Establishment of market rates has been deferred to the year in which respective developments are to begin occupancy to ensure appropriateness based on market conditions Market rate of 125% AMR is reflected in the building proformas
	C. Maximum debt as a percent of total project cost	<ul style="list-style-type: none"> Establish limit for the amount of tenant-funded debt 	Proforma reflects 15%	Complete	Met target in Q2: <ul style="list-style-type: none"> Proformas reflect 15% tenant-funded debt for new buildings
	D. Minimum operating surplus as a percent of total revenue	<ul style="list-style-type: none"> Establish minimum operating surplus 	Proforma reflects 10%	On track	<ul style="list-style-type: none"> Proformas complete Unionville proforma complete and reflects 10% minimum operating surplus Review of options is underway for Stouffville to ensure minimum operating surplus of 10% is achieved
	E. Agency/commercial space revenue	<ul style="list-style-type: none"> Design charrette for agency/commercial space for the Stouffville project 	Space design conducive for agency use/need	On track	<ul style="list-style-type: none"> Architect contract awarded and design complete As there is Regional interest in the agency/commercial space, the charrette was deferred
	F. Manageable cost/unit based on incremental costs	<ul style="list-style-type: none"> Analyze per unit costs to identify opportunities for efficiencies. 	Top opportunities identified	On track	<ul style="list-style-type: none"> Review of new build designs is underway to incorporate operating cost efficiencies Adjusted design for Stouffville development to reduce operating costs

Status Legend:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
					<ul style="list-style-type: none"> Working with Social Services on transitional housing developments to balance capital funding requirements, operating costs and service priorities

*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:

Complete	On track	At risk	Will not be met	Not yet started	Deferred or N/A for 2021
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Report of the General Manager and Chief Financial Officer

Building Better Together: 2022 Housing York Inc. Business Plan and Budget

Recommendation

The Housing York Inc. Board of Directors approve:

1. The 2022 Housing York Inc. Business Plan (Attachment 1).
2. Housing York Inc.'s 2022 Budget (Attachment 2).

Summary

This report seeks Housing York Inc. (HYI) Board approval of HYI's 2022 Business Plan and Budget.

Key points:

- The 2021 to 2024 HYI Strategic Plan sets strategic priorities to expand the housing portfolio, build inclusive communities and successful tenancies and ensure financial sustainability to help address York Region's housing challenges
- The business plan outlines commitments for 2022 to operationalize the second year of the strategic plan, including advancing projects in planning and development stages, conducting resident surveys to understand levels of satisfaction and identify areas of needed improvement, and establishing a baseline for components to reduce life-cycle cost

Background

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

In [November 2017](#), the Board of Directors (the Board) approved a new long-term fiscal plan for 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, an 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 Board approved a new strategic plan for Housing York Inc.

In [November 2020](#), the Board approved the 2021 to 2024 HYI Strategic Plan. The strategic plan positions HYI to respond to the changing housing landscape, while continuing to offer residents quality homes in inclusive communities. The plan allows HYI to be innovative in expanding the housing portfolio while supporting residents' diverse needs and ensuring financial sustainability. The strategic plan sets ambitious four-year targets, including doubling the rate of growth for HYI's portfolio, recognizing that 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 four-year goals, actions to deliver results, and key performance indicators and targets to measure success. To operationalize these commitments, annual business plans, including more specific actions and targets, are developed for each individual year of the strategic plan. Budgets that are developed each year enable the execution of the annual business plans.

Actions completed in the first year of the strategic plan set the foundation to increase the supply of affordable housing, support residents and ensure financial sustainability

In [December 2020](#), the Board approved the 2021 HYI Business Plan, which operationalized the first year of the strategic plan. A number of initiatives are now underway or completed that support HYI to advance towards its four-year goals. To enable HYI to double the rate of growth, two sites have been identified for redevelopment through a public-private partnership, Armitage Gardens in the Town of Newmarket and Noblevue Pines in the Township of King, exceeding the 2021 target of one site. A modular housing project is underway for the development of 18 prefabricated units on the Leeder/Porter Place site in the Town of East Gwillimbury, as well as eight conventionally-constructed units on the Sutton Youth site in the Town of Georgina.

To build inclusive communities and successful tenancies, in 2021, five communities were identified to participate in diversity and inclusion activities to help combat behaviours of discrimination and bias. Of these, four (80%) have participated in diversity and inclusion activities, significantly exceeding the target of 20%. For households facing hardships and experiencing arrears, payment plan options and supports continue to be offered. As of Q2 2021, 100% of tenancies have been preserved, exceeding the 2021 target of 97%.

HYI has also been successful in supporting residents throughout the COVID-19 pandemic and will continue to provide services that promote housing stability through the changing economic environment.

To ensure financial sustainability in new developments, draft proformas have been completed for the Unionville project in the City of Markham and the project in the Town of Whitchurch-Stouffville that reduce the reliance on Regional subsidies while maintaining a 70/30 subsidized/market split.

Analysis

To continue advancing Housing York Inc. towards its four-year goals, the 2022 Business Plan outlines additional actions and targets to support an accelerated rate of growth, strengthen tenancies and realize operational efficiencies

The 2022 Business Plan (Attachment 1) outlines the specific actions, lead program areas and targets to operationalize the second year of the strategic plan. Reflecting the strategic plan's commitment to portfolio expansion beyond the normal rate of growth, the business plan includes actions that continue advancing projects in the planning and development stages, including Unionville Commons in the City of Markham, Stouffville affordable housing project in the Town of Whitchurch-Stouffville, East Gwillimbury Transitional Housing in the Town of East Gwillimbury, Sutton Youth Transitional Housing in the Town of Georgina and 62 Bayview Parkway in the Town of Newmarket. New actions also support non-profit organizations interested in developing affordable housing and work to intensify an HYI site through a public-private partnership.

A number of 2022 actions focus on surveying residents on measures such as participants who feel the right services are available in their HYI community, resident satisfaction with referral services and satisfaction with major repairs. The business plan also continues advancing commitments to reduce life-cycle cost through enhanced preventative maintenance, leveraging the new preventative maintenance modules in Yardi, HYI's technology system.

Examples of actions and targets for 2022 under each strategic priority are outlined in Table 1.

Table 1
Examples of 2022 Business Plan Actions and Targets

Strategic Priority	2022 Action	2022 Target
Priority 1: Expanded Housing Portfolio	Continue advancing projects in planning and development stage	480 units
	Engage potential non-profit partners to explore opportunities to support conceptual plans and/or connection to funding streams, land lease opportunities or other resources	3 conceptual plans with total of 100 units
	Complete development concept and feasibility assessments for public-private partnership for Nobleview Pines in the Township of King	Concept and feasibility assessment complete
Priority 2: Inclusive Communities and Successful Tenancies	Conduct 2022 resident survey, evaluating measures including the percent of residents satisfied with referral services	80%
	Continue to offer payment plans and support referrals to all households at risk of eviction due to arrears	97% of tenancies at risk for rent arrears preserved

Strategic Priority	2022 Action	2022 Target
Priority 3: Financial Sustainability	Using Yardi's advanced preventative maintenance module, establish baseline for selected components to reduce life-cycle cost	Annual cost tracking implemented for selected components to establish baseline
	Establish competitive rates for market units for Unionville development based on average market rents	Market rates established based on 125% average market rent

The 2022 budget enables execution of actions identified in the 2022 Business Plan, as well as enhancements to existing preventative maintenance programs

To implement commitments identified in the business plan, HYI's 2022 Budget is presented to the Board for approval alongside the plan (Attachment 2). The budget impact of 2022 actions is \$274,000 to support resident engagement activities, including multiple surveys, the configuration and deployment of the Yardi Advanced Maintenance Module project which began in 2021 and \$169,000 for 26 transitional housing units being installed on existing HYI emergency housing sites in the Town of East Gwillimbury and Town of Georgina. The costs associated with these new units are fully funded by Social Services.

The operating budget also includes \$497,000 for maintenance program enhancements. To improve services, reliability and life expectancy, HYI anticipates an increase to contracted elevator service with procurement focusing on value for money rather than low bid.

The 2022 budget also includes a \$10,000 threshold for capital expenditures

To ensure capital reserve funds are preserved and available for large component replacements such as roofs, windows and ventilation systems, a new capital expenditure threshold is being introduced. Review of HYI's capital expenditures over the last few years indicated not all expenditures being charged to the capital reserve met the definition of a capital expenditure, such as flooring replacement in individual units. A \$10,000 threshold was introduced to charge these types of expenditures to the operating budget. The 2022 operating budget includes an increase of \$500,000 to implement a \$10,000 threshold for expenditures to be considered capital.

HYI's 2022 operating budget summary is presented in Table 2.

Table 2
HYI 2022 Operating Budget Summary

	2021 Budget (\$000)	2022 Budget (\$000)	2022 Budget Variance (\$000)	%
Revenue				
Market rent	9,091	9,355	264	2.9%
Subsidized rent	14,146	14,171	25	0.2%
Non-rental revenue	1,365	1,426	61	4.4%
Regional subsidies	17,471	20,054	2,583	14.8%
Total revenue	42,074	45,006	2,932	7.0%
Expenditures				
Salaries and benefits	8,185	8,263	78	1.0%
Administration	1,934	1,851	(83)	-4.3%
Facilities	5,822	6,843	1,021	17.5%
Utilities	4,072	3,918	(154)	-3.8%
Property taxes	3,508	3,606	98	2.8%
Mortgage/debentures	9,361	9,321	(40)	-0.4%
Mandatory contributions to reserve	8,812	10,930	2,118	24.0%
Total expenditures	41,694	44,732	3,038	7.3%
Operating surplus before contributions	380	274	-106	-27.9%
Contributions to reserve	380	274	-106	-27.9%
Net surplus/(deficit)	0	0	0	0.0%

Note: Numbers may not add due to rounding

Regional subsidies and requests for permanent staffing in HYI's budget are included in the Community and Health Services budget, scheduled to be presented to Committee of the Whole in December 2021. The HYI budget is subject to final approval of the Region's budget.

Financial Considerations

Housing York Inc.'s revenue increases are driven by capital funding approved under the Investing in Canada Infrastructure Program and an increase in Regional subsidies

Total revenue is projected to increase by \$2.9 million or 7% over 2021. This increase is due to higher market and non-rental revenue, and additional Regional subsidies.

- Market rent is projected to increase by \$264,000 or 2.9%. This increase is based on the 2021 annual market rent forecast plus an increase of 1.2% based on the 2022 Ontario Rent Increase Guideline
- HYI generates non-residential rental revenue through parking charges, coin laundry and rental of commercial space. Non-residential rental revenue is projected to increase by \$61,000 or 4.4%. This increase is mainly due to the rental of commercial space at Woodbridge Lane

- Regional subsidies are projected to increase by \$2.6 million or 14.8% largely due to:
 - Increase of \$1.9 million in funding approved through Investing in Canada Infrastructure Program. This program was designed to provide capital funding to community housing providers to address challenges brought on by COVID-19. This funding will offset capital projects identified under the Energy and Utilities Management Plan and upgrades to HYI sites to meet enhanced health and safety protocols
 - Increase of \$169,000 in subsidy for emergency housing related to the 26 units installed on existing HYI emergency housing sites located in the Town of East Gwillimbury and the Town of Georgina
 - Increase of \$393,000 in the provincial reform portfolio based on benchmark indices released by the Ministry of Municipal Affairs and Housing
 - An inflationary increase of \$87,000 in the public housing portfolio

Housing York Inc.'s increase in expenditures is primarily driven by projects to support the implementation of enhanced preventative maintenance programs and the addition of a capital expenditure threshold

Total expenditures are projected to increase by \$3.0 million or 7.3% over 2021. The main drivers are:

- Salaries and benefits are projected to increase by \$78,000 or 1.0%. The methodology of preparing the salaries and benefit budget has changed for 2022. For the 2022 budget, salaries are budgeted at current rates plus a cost of living increase and an allowance for vacancies. In prior budgets, salaries and benefits were budgeted based on the top of the salary grid for the position. The change in methodology will minimize the impact of three additional full-time positions being requested in 2022 (Building Superintendent, Tenant Services Coordinator and Program Manager, Maintenance Programs). These positions are needed to support the 362 units being added to the HYI portfolio, including 265 units in 2022 at Unionville Commons in the City of Markham and 97 units in 2023 for the Whitchurch-Stouffville affordable housing development in the Town of Whitchurch-Stouffville. To align costs with the addition of Unionville Commons, the budget reflects 25% of the Building Superintendent and 50% of the Tenant Services Coordinator positions being requested in 2022. The 2023 budget will reflect 100% of the cost for these positions
- Administration expenses are expected to decrease by \$83,000 or -4.3%. This decrease is due to:
 - The temporary decrease of \$190,000 in office lease charges related to the move from 1091 Gorham Street to 17150 Yonge Street in the Town of Newmarket
 - This decrease is offset by \$30,000 in consulting fees for software upgrades and \$75,000 for multiple surveys included in HYI's Strategic Plan
- Facility expenses are projected to increase by \$1.0 million or 17.5%. This increase is related to:
 - An inflationary increase of \$140,000 or 2.8%

- A \$497,000 increase for enhancements to the existing preventive maintenance programs. These enhancements build on HYI's existing preventative maintenance program to increasingly shift operations to more proactive maintenance practices that reduce the occurrence of preventable incidents and expensive repairs while extending the life of building assets. The enhancements include:
 - Plumbing stack cleaning to reduce emergency blockages, backups and unit clean-up costs associated with backups
 - Dryer vent cleaning to mitigate the risk of fires in townhouse units
 - Preventative maintenance for electrical distribution and switchgear to optimize the life-cycle resilience of each building's electrical system
 - An increase to contracted elevator service with procurement focusing on value for money rather than low bid
- A \$500,000 increase due to the implementation of a \$10,000 threshold for expenditures to be considered capital
- A \$70,000 increase related to the 26 transitional housing being constructed on existing HYI emergency housing sites located in the Town of East Gwillimbury and the Town of Georgina. As noted above, this cost is fully funded by an increase in the subsidy received from Social Services
- The above increases are offset by \$200,000 for the designated substance survey that was included in the 2021 budget as a one-time expense
- Utilities are projected to decrease by \$154,000 or -3.8%. This decrease is due to the 18.9% Ontario Electricity Rebate program established by the Ontario Government in May 2021
- Property taxes are projected to increase by \$98,000 or 2.8%. This increase is based on the 2021 annual forecast plus a 2.04% annual inflationary factor provided by the Region
- Mortgage/debenture payments are projected to decrease by \$40,000 or 0.1% due to one mortgage expiring in November. Two mortgages will be renewing in 2022 and the budget assumes they will be renewed at the same rate
- Budgeted contributions to capital reserves are projected to increase by \$2.1 million or 24% due to the following:
 - HYI will receive \$1.9 million in Investing in Canada Infrastructure Program funding to offset capital projects identified under the Energy and Utilities Management Plan and upgrades to HYI sites to meet enhanced health and safety protocols
 - An inflationary increase of \$79,000 in the public housing and provincial reform portfolios
 - An increase of \$56,000 to the emergency housing reserve related to the new 26 transitional housing units installed on existing HYI emergency housing sites located in the Town of East Gwillimbury and the Town of Georgina. This cost is fully funded by Social Services

The 2022 capital budget totals \$13.2 million, of which \$11.3 million is funded by Housing York Inc.'s reserves and \$1.9 million is funded under the Investing in Canada Infrastructure Program

HYI is committed to keeping its assets in a good state of repair and plans to invest \$11.3 million in capital improvements during 2022. A significant amount of the expenditures will go towards bathroom and kitchen refurbishments with accessibility considerations, sidewalks and curbs, roof system replacements, balcony slab and railing restorations, and replacement of mechanical systems. Within the 2022 capital budget, \$570,000 is dedicated towards design of projects for 2023.

In November 2020, the federal government created a new funding stream under Investing in Canada Infrastructure Program to address the challenges faced by communities due to the COVID-19 pandemic. The expanded program takes steps to address the current health crisis and support economic stability. The federal government will be responsible for cost-sharing 80% of project costs and the remaining 20% will be cost-shared by the province. Municipalities will not be required to participate in cost-sharing, to ensure they receive as much fiscal support as possible.

Eligible projects must support public infrastructure, defined as tangible capital assets, including temporary infrastructure related to pandemic response that is primarily for public use and/or benefit. Projects must be completed by December 2023. Through the Region, HYI is the recipient of \$3.75 million with \$1.9 million allocated for 2022. A summary of the projects is provided in Attachment 2.

Energy conservation projects received approval under the Investing in Canada Infrastructure Program funding stream

In [November 2019](#), the Board approved the Energy and Utilities Management Plan. The Energy and Utilities Management Plan is a five-year plan, which includes approximately seven projects per year. The energy conservation projects will achieve reductions in energy consumption, operating costs and greenhouse gas emissions across HYI's building portfolio by installing proven technologies with a payback of eight years or less.

Projects totalling \$1.5 million identified under Energy and Utilities Management Plan qualified and received approval under the new Investing in Canada Infrastructure Program funding stream. This amount represents three years of funding for the Energy and Utilities Management Plan to complete work that was planned in 2020 and 2021 but was deferred due to COVID-19. All incentives paid by third-party funders will be applied directly to the Strategic Initiatives Reserve. Any operating savings will be used to fund other operating pressures or to increase the annual surplus.

Operating surplus will be allocated to Housing York Inc.'s reserves

The projected operating surplus of \$274,000 will be allocated to the reserves according to the Operating Surplus Policy to support long-term sustainability. A breakdown of the projected reserve balances at the end of 2022 is provided in Attachment 2.

Local Impact

HYI operates 36 housing properties that provide affordable housing to over 4,500 residents. Commitments outlined in the 2022 Business Plan will support residents across all nine local cities and towns, and the 2022 budget provides HYI the fiscal stability and sustainability necessary to continue to provide quality affordable housing to York Region residents.

Local municipalities are critical partners in increasing the supply of affordable housing. The 2022 business plan outlines key actions for HYI to continue working the Region's cities, townships and towns, such as collaborating with municipalities that support the provision of land and ensuring municipal fee concessions are provided to support new growth.

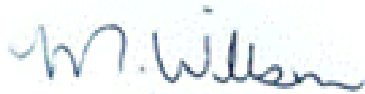
Conclusion

The 2022 Business Plan sets new commitments to operationalize the second year of the 2021 to 2024 HYI Strategic Plan that help increase the supply of community housing and support the diverse needs of residents. The 2022 budget enables execution of these commitments, as well as implementation of preventative maintenance programs and the addition of a capital expenditure threshold.

Overall, the proposed 2022 budget reflects a \$274,000 operating surplus and a \$13.2 million investment in capital projects. The operating surplus, if realized, will be allocated in accordance with the Operating Surplus Policy to support HYI's reserves. HYI will continue to operate and manage its housing portfolio in a financially prudent manner throughout the period covered by the proposed budget.

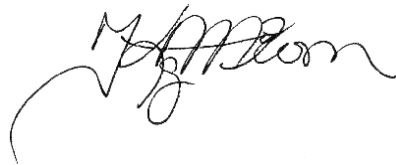
The commitments and related budget for 2022 will continue advancing HYI towards achieving its vision of building communities that everyone would be proud to call home, and its mission of working with residents and partners to deliver services that are important to communities as a responsible and caring landlord.

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



Recommended by:

Michelle Willson
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Recommended by:

Kathy Milsom
General Manager, Housing York Inc.



Approved for Submission:

Katherine Chislett
President, Housing York Inc.

September 22, 2021
Attachments (2)
13180062

BUILDING BETTER TOGETHER: 2022 BUSINESS PLAN

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, are developed for each individual year of the plan. Performance against the annual plans will be carefully managed, tracked and reported to ensure success in delivering on the commitments contained in the four-year strategic plan.

In the first year of the strategic plan, the Housing York Inc. leadership team has ensured commitments remain on track and continue advancing 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. Progress and results achieved in the first year of the strategic plan are detailed in quarterly reports.

This business plan outlines the specific actions, leads and targets for 2022 to continue progressing towards achieving HYI's four-year goals.

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

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 increase and contribute 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			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	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	• Complete development concept and feasibility assessment	Housing Development and Asset Strategy	1 concept (3 concepts cumulatively at end of 2022)
	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	• Complete development concept and feasibility assessments with partners	Housing Development and Asset Strategy	2 concepts (5 concepts cumulatively at end of 2022)
	C. Number of established partnerships for co-development on partner sites	C. 1	• Continue engaging with potential partners to explore co-development opportunities	Housing Development and Asset Strategy	3 co-development opportunities under discussion
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 project• Low rise development(s)• Public-private partnerships• Scoping of Armitage Gardens redevelopment as part of the Newmarket Health Centre Campus master plan	A. Number of units in planning and development at a stage ready for implementation based on funding	A. Double rate of growth (480)	• Projects included in the 2023 Regional Capital Budget submission (subject to available federal/provincial funding and legislative changes)	Housing Development and Asset Strategy	Regional Council approval secured
			• Continue advancing projects in planning and development stage: <ul style="list-style-type: none">○ Unionville: 265 units○ Stouffville: 97 units○ Men’s Emergency Housing: TBD○ East Gwillimbury Transitional: 18 units○ Sutton Transitional: 8 units○ 62 Bayview Parkway: 250 units	Housing Development and Asset Strategy	480

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	Actions	Lead	Target
	B. Number of modular homes project in operation	B. 1 with at least 10 units	<ul style="list-style-type: none"> Work with Social Services to support occupancy for East Gwillimbury Transitional Housing 	Housing Development and Asset Strategy	Achieve occupancy and transition to operations
	C. Number of low-rise infill development units under construction on an HYI site	C. 15	<ul style="list-style-type: none"> Work with Social Services to support occupancy for Sutton Youth Transitional Housing 	Housing Development and Asset Strategy	Achieve occupancy and transition to operations
	D. Number of public-private partnerships established for redevelopment of an HYI site	D. 1	<ul style="list-style-type: none"> Complete development concept and feasibility assessments for public-private partnership for Noblevue Pines 	Housing Development and Asset Strategy	Concept and feasibility assessment complete
	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"> Community engagement to gain support for master plan 	Housing Development and Asset Strategy	Community support for master plan
	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 2022 	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"> Complete development concept and feasibility assessments with partners 	Housing Development and Asset Strategy	3 concepts (3 concepts cumulative to end of 2022)
	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"> Engage with potential partners to explore opportunities 	Housing Development and Asset Strategy	3 concepts with total of 100 units

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	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 Rapid Housing projects in Newmarket and Markham (subject to federal funding) 	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"> Collaborate with municipalities that supported Council's request for the provision of land on site selection Develop guidelines for land to be offered for affordable housing development to the Region 	Housing Development and Asset Strategy	One site identified Draft guidelines developed
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"> Host information sessions for HYI residents at Brayfield Manors, Nobleview Pines and Armitage Gardens Establish baseline and set improvement target 	Housing Development and Asset Strategy / Housing Operations	3 information sessions (1 for each community) Baseline and improvement target established

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

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			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	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 that are important to HYI communities	A. Number of properties where accessibility inspections are completed and enhancement plans implemented ²	A. 36	<ul style="list-style-type: none">• Complete assessments• Enhancement plans included in 2023 & 2024 budgets	Housing Development and Asset Strategy / Housing Operations	Assessments completed for all properties Board approval of enhancement plans through 2023 and 2024 capital budgets
	B. Percentage of residents who agree to receive general HYI	B. 20%	<ul style="list-style-type: none">• Obtain consents from residents who have contacted HYI electronically	Housing Operations	15%

² Subject to scope/funding availability.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
	communications electronically; baseline 10%				
	C. Residents who report that HYI treats them respectfully	C. Maintain 93%	• Conduct 2022 resident survey	Housing Operations	Maintain 93%
	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	• Measure participation rate for all community engagement programs	Community Partnerships and Support Services	Realize improvement based on baseline established in 2021
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%	• Training delivered to all Housing Services/HYI team members	Leadership Team	100%
	B. Percent of communities engaged in diversity and inclusion activities	C. 75%	• Complete; target exceeded in Year 1	Community Partnerships and Support Services	Maintain 2022 level
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 ³	A. 97%	• Continue to offer payment plans and support referrals to all households at risk of eviction due to arrears	Housing Operations	97%
	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	• Meet or exceed benchmark established in 2021	Housing Operations / Program Finance	% of households in good standing (as defined through KPI initiative) equals or exceeds benchmark
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	• Conduct 2022 resident survey	Community Partnerships and Support Services	Realize improvement based on baseline established in 2021

³ Primary reason for eviction is arrears.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues		<ul style="list-style-type: none"> Assist households at risk in connecting to supports and developing realistic plans to preserve tenancies 	Housing Operations / Community Partnerships and Support Services	90%
	C. Percent of residents satisfied with referral services ⁴		<ul style="list-style-type: none"> Conduct 2022 resident survey 	Community Partnerships and Support Services	80%

⁴ 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

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			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	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%	<ul style="list-style-type: none">• Maintain meeting or exceeding component life expectancy	Housing Development and Asset Strategy / Housing Operations	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	<ul style="list-style-type: none">• Establish baseline for selected components	Housing Operations	Annual cost tracking implemented for selected components to establish baseline

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
		target for selected components			
	C. Percent increase in resident satisfaction with major repairs; baseline 70%	C. 78%	<ul style="list-style-type: none"> Survey 5 projects 	Housing Development and Asset Strategy	5 projects surveyed with satisfaction rate of 74%
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"> Implement targeted communication and outreach plans for residents who pay by cheque or money order 	Housing Operations / Program Finance	95%
	B. Percent of invoices processed electronically within 28 days	B. 100%	<ul style="list-style-type: none"> Track number of days to invoice payment to establish baseline⁵ 	Housing Operations / Program Finance	Baseline established
	C. Work requested through resident maintenance requests completed within 5 business days	C. 95%	<ul style="list-style-type: none"> Report average completion time for in-suite maintenance requests completed by HYI maintenance team. 	Housing Operations	90%
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	D. 80%	<ul style="list-style-type: none"> Conduct 2022 resident survey 	Housing Operations	79%
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	E. 87%	<ul style="list-style-type: none"> Conduct 2022 resident survey 	Housing Operations	87%
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"> Conduct 2022 resident survey Implement new service contract for elevator maintenance with focus on quality of service 	Housing Operations	Elevators: 60%; Outdoor green spaces: 55%; Janitorial: 84%
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG)	A. Annual GHG reduction (tonnes) in communities with retrofits completed	A. 960 tonnes ⁶	<ul style="list-style-type: none"> Complete two years of EUMP projects with provincial funding⁷ 	Housing Development and Asset Strategy	131 tonnes after full year of operation

⁵ Processing time commencing from receipt of valid invoice; not to include invoices that are submitted prior to completion or contested.

⁶ 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.

⁷ 2020 work was deferred due to COVID-19.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
emissions, utility consumption and operating costs while maintaining resident comfort levels in accordance with the HYI Energy and Utilities Management Plan	B. Annual cost savings in communities with retrofits completed	B. \$422,000 ⁶	• Complete two years of EUMP projects with provincial funding ⁷	Housing Development and Asset Strategy	\$135,600 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	• Conduct 2022 resident survey	Housing Development and Asset Strategy	All buildings impacted surveyed with satisfaction rate of a minimum of 70% Year 4 target: 80%
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	• Develop/implement strategy for new developments to meet proforma	Housing Operations	70/30
	B. Percentage above CMHC's average market rent charged for market rental units	B. 125% average market rent	• Establish competitive rates for market units for Unionville development based on average market rent	Housing Operations / Program Finance	Market rates established based on 125% average market rent
	C. Maximum debt as a percent of total project cost	C. 15%	• Develop/implement strategy to meet proforma	Housing Operations/ Program Finance	15%
	D. Minimum operating surplus as a percent of total revenue	D. 10%	• Develop/implement strategy to meet proforma	Housing Operations/ Program Finance	10%
	E. Agency/commercial space revenue	E. Minimum net neutral	• Support Region's efforts to secure partner(s) for use of agency / commercial space for Unionville development • Develop/implement strategy to meet proforma	Housing Operations	Partner(s) secured Minimum net neutral
	F. Manageable cost/unit based on incremental costs	F. \$3,800/unit ⁸	• Develop strategy to meet proforma for Unionville development for commencement of operations	Housing Operations	Strategy implemented

⁸ Based on new buildings added to portfolio, starting with Unionville.

2022 BUDGET SUMMARY

HYI's 2022 operating budget summary is presented in Table 1.

Table 1
HYI 2022 Operating Budget Summary

	2021 Budget (\$000)	2022 Budget (\$000)	2022 Budget Variance	
			(\$000)	(%)
Revenue				
Market rent	9,091	9,355	264	2.9%
Subsidized rent	14,146	14,171	25	0.2%
Non-rental revenue	1,365	1,426	61	4.4%
Regional subsidies	17,471	20,054	2,583	14.8%
Total revenue	42,074	45,006	2,932	7.0%
Expenditures				
Salaries and benefits	8,185	8,263	78	1.0%
Administration	1,934	1,851	(83)	-4.3%
Facilities	5,822	6,843	1,021	17.5%
Utilities	4,072	3,918	(154)	-3.8%
Property taxes	3,508	3,606	98	2.8%
Mortgage/debentures	9,361	9,321	(40)	-0.4%
Mandatory contributions to reserve	8,812	10,930	2,118	24.0%
Total expenditures	41,694	44,732	3,038	7.3%
Operating surplus before contributions	380	274	-106	-27.9%
Contribution to reserves	380	274	-106	-27.9%
Net surplus/(deficit)	0	0	0	0.0%

Note: Numbers may not add due to rounding

HYI's 2022 budget supports implementation of the commitments outlined in this business plan, totalling approximately \$274,000.

The additional funding will support resident engagement activities including multiple surveys, the configuration and deployment of the Yardi Advanced Maintenance Module project which began in 2021 and the 26 transitional housing units installed on existing HYI emergency housing sites located in East Gwillimbury and Georgina. The costs associated with these new units are fully funded by Social Services.

A summary of additional items of year two of the strategic plan is outlined in Table 2.

Table 2
Additional Items for Year 2 of the Strategic Plan

2022 Additional Budget Items		
Budget Item	Details	Budget Impact
1. Resident engagement activities	Consulting	\$75,000
2. Implementation of Yardi Advanced Maintenance Module	Consulting	\$30,000
3. New sites in East Gwillimbury and Georgina	Operating/capital costs	\$169,000
Total Operating		\$274,000

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2022 HOUSING YORK INC. **BUDGET**

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Housing York Inc. at a Glance

Housing York Inc. (HYI) is the Regional Municipality of York's housing corporation. HYI was formed in 2003 through amalgamation of the York Regional Housing Corporation and the Region of York Housing Corporation. HYI manages and maintains 36 housing properties with approximately 2,800 units and is home to more than 4,500 residents across all nine local cities, townships and towns in York Region.



Housing York Inc.'s 2021 to 2024 Strategic Plan: Building Better Together

Housing York Inc.'s 2021 to 2024 Strategic Plan, [Building Better Together](#), was adopted by the HYI Board of Directors in November 2020. The 2021 to 2024 Strategic Plan positions HYI to respond to the changing housing landscape over the next four years, while continuing to offer residents quality homes in inclusive communities. The plan enables HYI to be innovative in expanding the housing portfolio while supporting residents' diverse needs and ensuring financial sustainability. Residents remain at the forefront of strategic planning efforts to help ensure affordable housing options and the right supports are available now and in the future.

The plan includes three strategic priorities to help HYI achieve its vision, and reflects input and feedback from residents, partners and the Board of Directors.



The 2022 Business Plan operationalizes the second year of the four-year strategic plan. Details and key results to be achieved by the end 2022 are outlined in the 2022 Business Plan (Attachment 1).

HYI's Long-Term Fiscal Plan

In [November 2017](#), HYI's Board of Directors approved a new long-term fiscal plan for the corporation. The fiscal plan was developed to ensure HYI remains fiscally responsible, protects its assets and is accountable for effectively managing its resources. The fiscal plan includes:

- A reserve strategy that sets goals and objectives for HYI reserves;
- A new operating surplus policy that establishes a framework for the allocation of operating surpluses to reserves; and
- An updated investment policy to ensure prudent management of HYI's working capital and reserves.

The reserve strategy ensures HYI can effectively and efficiently respond to capital and operating needs. A significant change in the strategy included consolidation of the capital repair and replacement reserves to fund planned capital repairs for the entire HYI portfolio. As a result, spikes in demand for capital reserves and capital funding requests needed from York Region have been eliminated.

Under the consolidated reserve fund, reserve contributions for newer buildings are used to fund more immediate capital expenses needed for older buildings, smoothing pressures on the reserve over time while ensuring funds are available in the future as the newer buildings age.

Capital expenditures could be higher than contributions in a specific year; however, each program (Public Housing, Provincial Reform and Regional) will contribute enough funding to cover all its capital needs over the long-term. The strategy is supported by a detailed analysis of each program's capital repair needs and reserve contributions over the next 40 years. [Appendix 1](#) provides a detailed overview of HYI's reserves, including funding sources and limits.

New and Upcoming Developments

Unionville Commons

York Region is developing an affordable rental building for seniors as part of a redevelopment of the Unionville Home Society campus located in the City of Markham. The new HYI building will have 265 apartments for seniors, as well as a ground floor hub offering seniors-focused services to the community. The development will also offer on-site underground resident and visitor parking, with some short-term surface parking, indoor and outdoor amenity spaces for residents, and green/energy efficient building systems.

Construction began in December 2019 and the project is scheduled to welcome its first residents near the end of 2022, with total completion by 2023.

Whitchurch-Stouffville Affordable Housing Development

Planning applications and community consultation continued in 2021 on this potential two-phase affordable housing development located at 5676 Main Street in the Town of Whitchurch-Stouffville. The first phase of the development includes 97 apartments with a mix of affordable and market rate one, two and three-bedroom units that will serve seniors, families, couples and those living alone.

Planning approvals, detailed engineering and design plans, and preliminary site work was completed in 2021. The tender for the construction contract has been issued and building construction is expected to begin in the fall of 2021, with completion anticipated for end of 2023.

Transitional Housing in the Town of East Gwillimbury and the Town of Georgina

In December 2020, the Region received funding through the Province of Ontario's Social Services Relief Fund (SSRF) Phase Two allocation for developing a minimum of 20 transitional housing units, on two HYI properties, by the end of 2021.

Planning approvals and public consultation took place during the first six months of 2021, with construction beginning in September. The East Gwillimbury project consists of 18 units and will be constructed using prefabricated construction where components will be made off-site in a factory, then transported and assembled on-site. This project will be the first prefabricated construction project for HYI and the Region. The Georgina project will provide eight transitional housing units for youth aged 16 to 26.

Both projects are currently underway and on schedule for substantial completion by the end of 2021, with operations commencing in 2022. While building maintenance services will be provided by HYI on a cost-recovery basis, resident services will be provided by emergency and transitional housing providers already located on the sites, and funded by the Region's Social Services.

Men's Emergency and Transitional Housing in the Town of Aurora

York Region is constructing a new emergency and transitional housing building to replace the existing aging emergency housing building, Porter Place, currently located in the Town of East Gwillimbury. This new building will provide space for more inclusive, diverse and flexible supports for adult men experiencing or at risk of homelessness.

Design of the new emergency and transitional housing building began in 2021. York Region also launched an extensive planning and public engagement processes that will help define the building's form, features and service delivery model.

The development will be co-located with the new Henderson Sewage Pumping Station. Construction of the building is anticipated to begin once construction of the Henderson Sewage Pumping Station is completed in spring 2023. Completion of the emergency and transitional housing building is expected by the end of 2024.

2022 Operating Budget

Overview

HYI's 2022 budget reflects an operating surplus of \$274,000, which will be allocated to reserves based on the operating surplus policy. The budget allows HYI to implement strategic directions, manage increasing service demands and maintain existing service levels. HYI's 2022 budget is presented in Table 1 below.

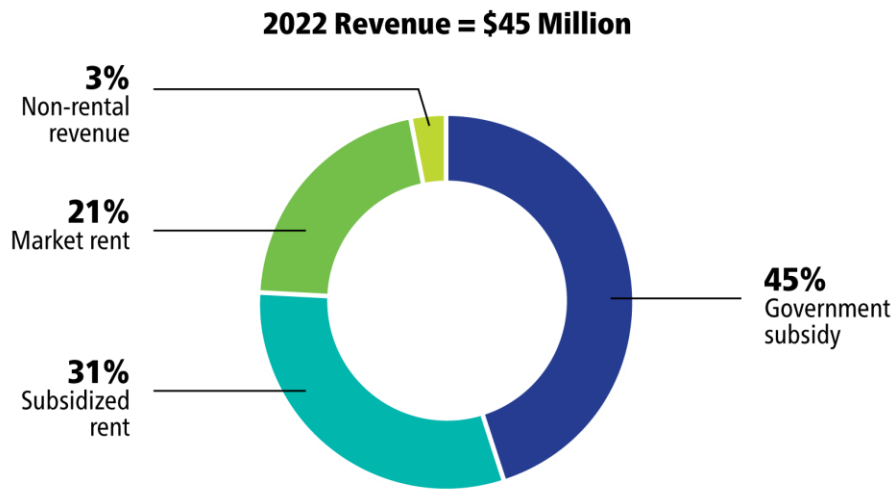
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Operating surplus before contributions	380	274	-106	-27.9%
Contribution to reserves	380	274	-106	-27.9%
Net surplus/(deficit)	0	0	0	0.0%

Note: Numbers may not add due to rounding

Revenue

Total revenue is projected to be \$45 million in 2022. Rental revenue from residents makes up more than half of total revenue, with the remainder coming from Regional subsidies and a small portion from non-rental revenue. Regional subsidies for capital have no impact on HYI's operating surplus as they are expensed as a mandatory contribution to reserves.

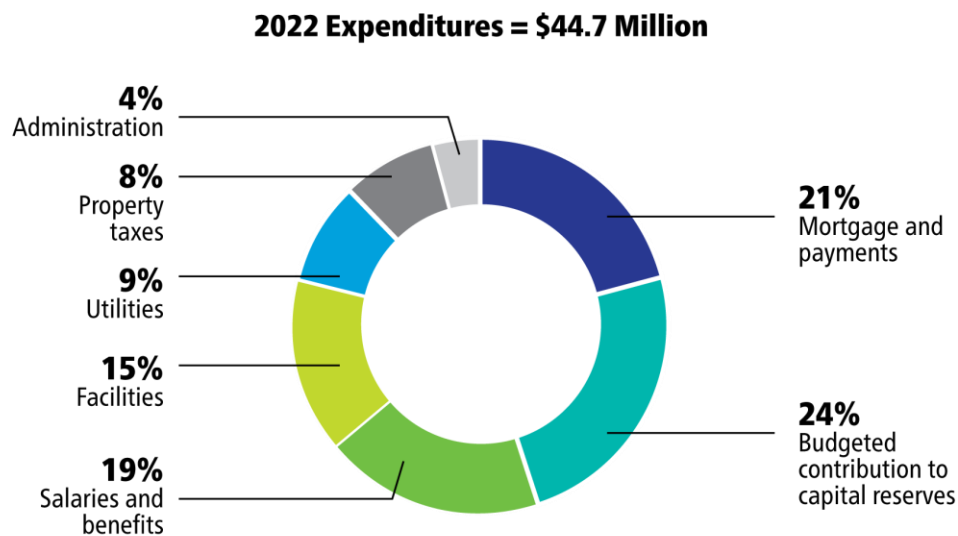


Total revenue is projected to increase by \$2.9 million or 7% over 2021. This increase is due to higher market and non-rental revenue and additional Regional subsidies.

- Market rent is projected to increase by \$264,000 or 2.9%. This increase is based on the 2021 annual market rent forecast plus an increase of 1.2% based on the 2022 Ontario Rent Increase Guideline.
- HYI generates non-residential rental revenue through parking charges, coin laundry and rental of commercial space. Non-residential rental revenue is projected to increase by \$61,000 or 4.4%. This increase is mainly due to the rental of commercial space at Woodbridge Lane.
- Regional subsidies are projected to increase by \$2.6 million or 14.8% largely due to:
 - Increase of \$1.9 million in funding approved through the Investing in Canada Infrastructure Program (ICIP). This program was designed to provide capital funding to community housing providers to address challenges brought on by COVID-19. This funding will be transferred to reserves to offset capital projects identified under the Energy and Utilities Management Plan (EUMP), and upgrades to HYI sites to meet enhanced health and safety protocols.
 - Increase of \$169,000 in subsidy for emergency housing related to 26 transitional housing units to be located on existing HYI emergency housing sites in the Town of East Gwillimbury and the Town of Georgina.
 - Increase of \$393,000 in the provincial reform portfolio based on benchmark indices released by the Ministry of Municipal Affairs and Housing.
 - An inflationary increase of \$87,000 or 2.5% in the public housing portfolio.

Expenditures

Total expenditures are projected to be \$44.7 million in 2022, these being \$165,000 for strategic plan initiatives, \$497,000 for enhanced preventive maintenance programs and \$500,000 related to the introduction of a capital expenditure threshold.



Total expenditures are projected to increase by \$3 million or 7.3% over 2021. The main drivers are:

- Salaries and benefits are projected to increase by \$78,000 or 1%. The methodology of preparing the salaries and benefit budget has changed for 2022. For the 2022 budget, salaries are budgeted at current rates plus a cost of living increase and an allowance for vacancies. In prior budgets, salaries and benefits were budgeted based on the top of the salary grid for the position. The change in methodology will minimize the impact of three additional full-time positions being requested in 2022 (Building Superintendent, Tenant Services Coordinator and Program Manager, Maintenance Programs). These positions are needed to support the 362 units being added to the HYI Portfolio, including 265 units in 2022 at Unionville Commons and 97 units in 2023 at the Whitchurch-Stouffville affordable housing development. To align costs with the addition of Unionville Commons, the budget reflects 25% of the Building Superintendent and 50% of the Tenant Services Coordinator positions being requested in 2022. The 2023 budget will reflect 100% of the cost for these positions.
- Administration expenses are expected to decrease by \$83,000 or -4.3%. This decrease is due to:
 - The temporary decrease of \$190,000 in office lease charges related to the move from 1091 Gorham Street to 17150 Yonge Street in the Town of Newmarket.
 - This decrease is offset by \$30,000 in consulting fees for software upgrades and \$75,000 for multiple surveys included in HYI's Strategic Plan.

- Facility expenses are projected to increase by \$1 million or 17.5%. This increase is related to:
 - An inflationary increase of \$140,000 or 2.8%.
 - A \$497,000 increase for maintenance program enhancements that support health and safety objectives along with supporting HYI's Strategic Plan goal to meet or exceed life expectancy of building components. Enhancements to existing maintenance programs include:
 - Plumbing stack cleaning – Despite education campaigns, in collaboration with York Region Environmental Services, on how to best dispose of fats, oils, grease and wipes, coupled with reduced water flows through pipes from water saving plumbing fixtures, plumbing back-ups are occurring more frequently. Increasing stack cleaning frequency is expected to reduce emergency blockages, backups and unit clean-up costs associated with backups.
 - Dryer vent cleaning for townhouse locations – Dryer vent fires are a leading cause of residential fires. While dryer vent cleaning is a resident responsibility, unit inspections reveal that most residents do not clean their dryer vents. Proactive dryer vent cleaning will help reduce fire risk.
 - Preventative maintenance for electrical distribution and switchgear – Regular inspections, testing and cleaning of low voltage electrical power distribution equipment across all buildings and emergency housing locations will help provide a safe and reliable power system. The program is not mandated by code or regulation; however, the maintenance service is a best practice program recommended by the National Electrical Manufacturers Association, and the Institute of Electrical and Electronics Engineers as equipment ages to prevent serious equipment failure and safety issues. The program will take three years to complete at which time a service schedule will be developed based on the findings of each building's system.
 - An increase to contracted elevator service cost with procurement focusing on value for money rather than low bid.
 - A \$500,000 increase due to the implementation of a \$10,000 threshold for expenditures to be considered capital. Review of HYI's capital expenditures over the last few years indicated not all expenditures being charged to the capital reserve met the definition of a capital expenditure, such as flooring replacement in individual units. A \$10,000 threshold was introduced to charge these types of expenditures to the operating budget. This change will ensure capital reserve funds are preserved and available for large component replacements such as roofs, windows, and ventilation systems.
 - A \$70,000 increase related to the 26 new transitional housing units to be located on existing HYI emergency housing sites in the Town of East Gwillimbury and the Town of Georgina. As noted above, this cost is 100% offset by an increase in subsidy received from Social Services.

- The above increases are offset by \$200,000 for the designated substance survey that was included in the 2021 budget as a one-time expense.
- Utilities are projected to decrease by \$154,000 or -3.8%. This decrease is due to the 18.9% Ontario Electricity Rebate program established by the Ontario government in May 2021.
- Property taxes are projected to increase by \$98,000 or 2.8%. This increase is based on the 2021 annual forecast plus a 2.04% annual inflationary factor provided by the Region.
- Mortgage/debenture payments are projected to decrease by \$40,000 due to one mortgage expiring in November. Two mortgages will be renewing in 2022 and the budget assumes they will be renewed at the same rate.
- Budgeted contributions to capital reserves are projected to increase by \$2.1 million or 24% due to the following:
 - HYI will receive \$1.9 million in ICIP funding to offset capital projects identified under the EUMP, and upgrades to HYI sites to meet enhanced health and safety protocols.
 - An inflationary increase of \$79,000 in the public housing and provincial reform portfolios.
 - An increase of \$56,000 to the emergency housing reserve related to the 26 new transitional housing units to be located on existing HYI emergency housing sites in the Town of East Gwillimbury and the Town of Georgina. This cost is fully funded by Social Services.

2022 Capital Expenditures

As part of asset management practices, HYI completes building condition assessments and energy audits for all properties. These assessments identify future capital needs for HYI sites and buildings, and consider items such as the age, performance and reliability of building components. From this information, 40-year capital forecasts are created for every property to gain an in-depth understanding of capital needs and funding. For larger capital projects, total project cost is generally broken down into two budget years.

The portfolio is in good condition because of solid investment in capital repairs and rehabilitation. Many of the buildings and building components are relatively new as there has been significant growth in the portfolio over the past 10 years; others are reaching the middle of their useful lives and will require renewal in the coming years.

The 2022 capital budget is \$13.2 million. Of this, \$11.3 million is funded by HYI's reserves and the remaining \$1.9 million is funded under the ICIP.

HYI plans to invest \$11.3 million in capital design, repairs and upgrades during 2022. A significant amount of the expenditures will go towards site improvements including bathroom and kitchen refurbishments with accessibility considerations, window, sidewalks and curbs and roof system replacements, balcony slab and

railing restorations, and replacement of mechanical systems. Within the 2022 capital budget, \$570,000 is dedicated towards design of projects for 2023.

Investing in Canada Infrastructure Program

In November 2020, the federal government created a new funding stream under ICIP to address the challenges faced by communities due to the COVID-19 pandemic. The expanded program takes steps to address the current health crisis and support economic stability. The federal government will be responsible for cost-sharing 80% of project costs and the remaining 20% will be cost-shared by the province. Municipalities will not be required to participate in cost-sharing, to ensure they receive as much fiscal support as possible.

Eligible projects must support public infrastructure, defined as tangible capital assets, including temporary infrastructure related to pandemic response that is primarily for public use and/or benefit. Projects must be completed by December 2023. Through the Region, HYI is the recipient of \$3.75 million in funding for the projects listed in Table 2:

Table 2
Investing in Canada Infrastructure Projects

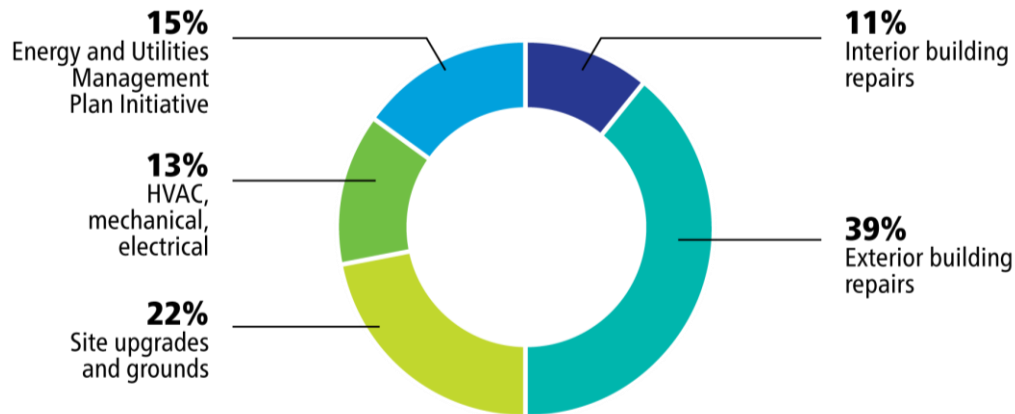
Project	Year			Total (\$000)
	2021 (\$000)	2022 (\$000)	2023 (\$000)	
Site improvements at Leeder Place	1,320	-	-	1,320
Energy and utility management enhancements	80	1,500	-	1,580
Health and safety measures	-	270	270	540
Reconfiguration of site offices	-	115	115	230
Access control at Armitage Gardens	-	40	40	80
Total	1,400	1,925	425	3,750

Energy Conservation Initiatives

In [November 2019](#), the HYI Board of Directors approved the EUMP. The EUMP is a five-year plan, which includes approximately seven projects per year. The energy conservation projects will achieve reductions in energy consumption, operating costs and greenhouse gas emissions across HYI's building portfolio by installing proven technologies with a payback of eight years or less.

Projects totaling \$1.5 million identified under EUMP qualified and received approval under the new ICIP funding stream. This amount represents three years of funding for the EUMP to complete work that was planned in 2020 and 2021 but was deferred due to COVID-19. All incentives paid by third-party funders will be applied directly to the Strategic Initiatives Reserve. Any operating savings will be used to fund other operating pressures or to increase the annual surplus.

2022 Capital Expenditures = \$13.2 Million



Reserves

The long-term fiscal plan includes a reserve strategy that sets goals and objectives for HYI's reserves. Part of the reserve strategy includes the creation of new reserves for strategic initiatives, unplanned expenditures and revenue shortfalls. A detailed overview of HYI's reserves, including funding sources, is provided in [Appendix 1](#).

HYI's 2022 budget projects a net surplus, before reserve allocations, of \$274,000. It is important for HYI to continue to generate surpluses to support long-term sustainability. Table 3 shows how the projected surplus will be allocated to the reserves according to the Operating Surplus Policy. [Appendix 2](#) includes projected 2022 reserve ending balances.

Table 3
Allocation of 2022 Operating Surplus to Reserves

	Surplus Allocation (\$000)
Capital Repair and Replacement Reserve	137
Working Capital Reserve	0
Insurance Reserve	0
Operations Reserve	0
Strategic Initiatives Reserve	137
Emergency Housing Reserve	0
Total	274

2022 to 2026 Outlook

The forecast for 2022 to 2026 is based on previously approved strategic directions. This financial plan was developed for the operating and capital programs based on forecasted needs.

Table 4
2022 to 2026 Outlook

	2022 Budget (\$000)	2023 Outlook (\$000)	2024 Outlook (\$000)	2025 Outlook (\$000)	2026 Outlook (\$000)
Revenue					
Market rent	9,355	10,297	11,796	12,136	12,291
Subsidized rent	14,171	14,853	16,015	16,330	16,475
Non-rental revenue	1,426	1,533	1,931	1,993	2,012
Regional subsidies	20,054	18,400	18,205	18,094	18,319
Total revenue	45,006	45,083	47,947	48,553	49,097
Expenditures					
Salaries and benefits	8,263	8,668	8,821	8,977	9,135
Administration	1,851	2,034	2,223	2,243	2,262
Facilities	6,843	7,075	7,535	7,608	7,747
Utilities	3,918	4,314	4,786	4,959	5,141
Property taxes	3,606	3,893	4,239	4,325	4,413
Mortgage/debentures	9,321	9,289	9,780	9,407	9,407
Mandatory contributions to reserve	10,930	9,514	9,866	9,921	9,978
Total expenditures	44,732	44,788	47,250	47,440	48,083
Operating surplus before contributions	274	295	697	1,113	1,014
Contribution to reserves	274	295	697	1,113	1,014
Net surplus/(deficit)	0	0	0	0	0

Revenue

Revenue is projected to increase annually due to the following:

- Market rents to increase annually by 1.2%;
- Subsidized rents to increase annually by 1%;
- Regional subsidies are assumed to continue at the current calculations/formulas and committed levels;
- A decrease in subsidies due to a mortgage expiry in the 2025 outlook year; and
- Increase in revenue with the addition of a full year of revenue for Unionville Commons and the addition of Whitchurch-Stouffville affordable housing development beginning in the 2023 outlook year.

Expenditures

Operating expenditures are projected to increase annually due to the following:

- Annual operating expenditures and utility increases based on the Region's economic assumptions;
- Salaries and benefits will increase in the 2023 outlook year as two new permanent positions will be added due to the addition of the Unionville Commons and Whitchurch-Stouffville developments;
- A decrease in mortgage costs due to a mortgage expiry in the 2025 outlook year; and
- Increase in operating expenditures with the addition of a full year of expenses for Unionville Commons and the addition of Whitchurch-Stouffville developments beginning in the 2023 outlook year.

Appendix 1

Summary of Housing York Inc. Reserves

Reserve Name	Purpose	Funding Sources	Limit
Capital Repair and Replacement	Funds for capital repairs for all HYI properties	<ul style="list-style-type: none"> Annual allocation from HYI's operating budget Regional subsidies 50% of annual operating surpluses An annual draw of \$3.6 million from the Regionally Owned Housing Reserve 	None
Working Capital	Funds for short-term cash flow requirements	<ul style="list-style-type: none"> Annual operating surpluses 	\$3,500,000
Insurance	Funds the cost of claims and deductibles	<ul style="list-style-type: none"> Annual allocation from HYI's operating budget Annual operating surpluses 	\$180,000
Operations	Funds for unplanned expenditures and revenue shortfalls	<ul style="list-style-type: none"> Annual operating surpluses 	\$500,000
Strategic Initiatives	Funds for strategic priorities	<ul style="list-style-type: none"> Annual operating surpluses 	\$5,000,000
Emergency Housing	Funds for emergency housing to support capital repairs and operating expenditures	<ul style="list-style-type: none"> Regional subsidies 	None

Appendix 2

2022 Estimated Reserve Balances

	Capital Reserves (\$000)	Working Capital Reserve (\$000)	Insurance Reserve (\$000)	Operations Reserve (\$000)	Strategic Initiative Reserve (\$000)	Emergency Housing Reserve (\$000)
Projected 2022 opening balance	16,170	3,500	180	500	4,525	3,417
Budgeted contribution	8,680				1,500	471
Projected reserve interest	245					34
Projected expenditures	(11,167)				(1,500)	(544)
Contribution from operating surplus	137				137	
Projected 2022 closing balance	14,065	3,500	180	500	4,662	3,378
Maximum Balances per HYI's Reserve Policy	None	3,500	180	500	5,000	None



Report of the General Manager

Quarterly Contract Awards - July 1, 2021 to September 30, 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 (the Board) of all contracts over \$100,000 awarded by the General Manager or President from July 1, 2021 to September 30, 2021, as required by [Purchasing Bylaw No.1-18](#).

For the period July 1, 2021 to September 30, 2021 the following contracts were awarded:

- Four contracts were awarded by the General Manager from July 1, 2021 to September 30, 2021
- One contract was awarded by the President from July 1, 2021 to September 30, 2021

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
- Consistency with prices obtained by other municipalities for similar goods and services

Analysis

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

Table 1 provides the contracts awarded by the General Manager from July 1, 2021 to September 30, 2021. The vendors identified in the contract award in Table 1 submitted the lowest compliant bids.

Table 1
General Manager Contract Awards
July 1, 2021 to September 30, 2021

Contract Description		
T-20-199 – Vinyl siding replacement at Trinity Square, 37 Bates Way in the City of Markham	Number of Bids	7
Supply all labour, materials and equipment and transportation to complete the vinyl siding replacement at Trinity Square	Vendor	Danval Construction Company
Term: 90 working days from Notice to Commence Work.	Budget Estimate	\$370,000.00
Anticipated start August 2021	Bid Amount	\$411,405.00
Contract Description		
T-21-16 – Waterproofing for leak remediation at Armitage Gardens, 200 Eagle Street in the Town of Newmarket	Number of Bids	5
Supply all labour, materials and equipment and transportation to complete the waterproofing for leak remediation at Armitage Gardens	Vendor	Brook Restoration Ltd.
Term: 80 working days from Notice to Commence Work	Budget Estimate	\$350,000.00
Anticipated start November 2021	Bid Amount	\$305,942.00

Contract Description		
T-21-17 – Roof replacement at Northview Court, 37 North Street, Sutton, in the Town of Georgina Supply all labour, materials and equipment and transportation to complete the roof replacement at Northview Court Term: 60 working days from Notice to Commence Work Anticipated start September 2021	Number of Bids	10
	Vendor	Proteck Roofing & Sheet Metal
	Budget Estimate	\$270,000.00
	Bid Amount	\$274,559.50
Contract Description		
T-21-40 – Emergency power generator replacement at Founders Place, 540 Timothy Street in the Town of Newmarket Supply all labour, materials and equipment and transportation to complete the emergency power generator replacement at Founders Place Term: 120 working days from Notice to Commence Work Anticipated start October 2021	Number of Bids	8
	Vendor	Amp Power Ltd.
	Budget Estimate	\$360,000.00
	Bid Amount	\$379,000.00

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

Table 2 provides the contract awarded by the President from July 1, 2021 to September 30, 2021. The vendor identified in the contract award in Table 2 submitted the lowest compliant bid.

Table 2
President Contract Awards
July 1, 2021 to September 30, 2021

Contract Description		
T-21-19 – Front porch step repairs and railing replacements at 43 units at Mulock Village, 507 Needler Crescent in the Town of Newmarket Supply all labour, materials and equipment and transportation to complete the front porch step repairs and railing replacements at Select units at Mulock Village Term: 100 working days from Notice to Commence Work Anticipated start September 2021	Number of Bids	5
	Vendor	Adems Restoration
	Budget Estimate	\$530,000.00
	Bid Amount	\$660,250.00

As a result of COVID-19, the construction industry has been forced to adapt to significant challenges. The continued materials supply issues and increased demand for construction work due to the backlog of projects created from work shutdowns, has resulted in significant cost increases.

These construction impacts are evident in the bid submissions received. The 2021 project budgets were identified prior to the COVID -19 impacts and do not reflect the resulting additional costs.

Financial Considerations

HYI's 2021 Capital Program is developed through the identification of specific project requirements and associated project budgets. For projects where the bid amount exceeds the project estimate, there are sufficient funds available in the 2021 Capital Program through the deferral of some projects due to the impacts of the pandemic or confirmation of funding from other levels of government, and efficiencies from other projects in the program. 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 tender and proposal contracts up to \$500,000 under [Purchasing Bylaw No.1-18](#). The contract awards identified in Table 1 are in compliance with the Purchasing Bylaw and the authority delegated by the Board. The contracts awarded by the General Manager from July 1, 2021 to September 30, 2021, have a total value of \$1,370,906.50. The President has delegated authority to award contracts up to \$1,000,000.

The contract awarded by the President from July 1, 2021 to September 30, 2021, has a total value of \$660,250.

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.

September 22, 2021

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