



Report of the General Manager

Building Better Together: 2021 Housing York Inc. Business Plan

Recommendations

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

Summary

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

Key points:

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

Background

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

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

Figure 1
2021 to 2024 HYI Strategic Priorities



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

Analysis

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

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

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

Table 1
Examples of 2021 HYI Actions and Targets

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

Financial Considerations

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

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

Local Impact

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

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

Conclusion

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

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

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

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President, Housing York Inc.

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Attachment
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