

BUILDING BETTER TOGETHER:

Housing York Inc.'s 2021 to 2024 Strategic Plan



A MESSAGE FROM THE HOUSING YORK CHIEF EXECUTIVE OFFICER AND CHAIR

Housing is the foundation of strong, caring, safe communities and a key social determinant of health. Safe, secure and affordable housing is essential for everyone. In our current environment, access to affordable housing options is especially crucial for York Region residents.

The magnitude of York Region's housing challenges continues to increase. York Region has an extremely limited rental housing supply and low vacancy rates, while the cost of home ownership continues to be out of reach for many residents. As a result, there is a growing urgency to address the unmet affordable housing demand in York Region.

As The Regional Municipality of York's housing corporation, Housing York Inc. (HYI) has an important role in creating complete communities. The HYI Board of Directors is committed to ensuring individuals and families have housing options for all ages and stages of their lives. This includes supporting a healthy supply of affordable rental housing and making sure the right supports and services are available for HYI residents.

This 2021 to 2024 strategic plan builds on HYI's successes as a leader in the housing sector, while helping to address new pressures. This plan recognizes we must do more to support residents in need of affordable housing options, and we will. It reflects a commitment to growth, sustainability and innovation, and sets aggressive and ambitious targets. Through this plan, HYI will explore new ways to help address York Region's housing challenges by:

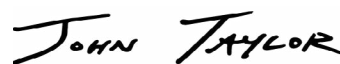
1. Expanding the housing portfolio beyond the normal rate of growth
2. Promoting inclusive communities and successful tenancies
3. Ensuring financial sustainability

HYI cannot do this alone. Partnerships with the Region's nine cities and towns, as well as the private and non-profit sectors, can help support new development at an accelerated rate. Investments from senior levels of government is also critical to help fund new development and ensure existing assets remain in a good state of repair now and in the future.

Through this plan, we will *build better together* so all residents have a place to call home.



Wayne Emmerson
CEO, Housing York Inc.



John Taylor
Chair, Housing York Inc.

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EXECUTIVE SUMMARY

The housing sector is evolving, creating challenges and opportunities for Housing York Inc. (HYI). In York Region, home ownership costs continue to rise and a limited rental market impacts residents' ability to find housing that meets their needs. For households living with low income, the high cost of private-market housing may lead to housing instability or homelessness. Many residents are struggling to find and keep adequate housing, which has contributed to a growing demand for affordable housing and limited turnover. By the end of 2019, 17,457 households were on York Region's subsidized housing wait list, an increase of 8% from 2018. Only 245 households were housed from the wait list across York Region in 2019, down from 301 in 2018.

The supply of affordable housing is not well-matched to the current and forecasted needs of the community. Investment from senior levels of government is crucial to continue increasing new supply; however, current federal and provincial capital funding is either trending downward or is unknown. This reality poses significant challenges for planning future developments and addressing York Region's critical housing needs.

As the Region's housing corporation, HYI has an important role in helping to address these challenges and contributing to Regional strategic housing priorities. Safe, secure and affordable housing is a key social determinant of health, and HYI's success is essential to promoting the health and well-being of HYI residents.

This 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 provides a framework to be innovative in expanding the housing portfolio, 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.

This plan includes three strategic priorities to advance HYI towards its vision, and reflects input and feedback from residents, partners and the Board of Directors:



PRIORITY 1:
Expanded
Housing Portfolio



PRIORITY 2:
Inclusive Communities and
Successful Tenancies



PRIORITY 3:
Financial
Sustainability

BACKGROUND AND LANDSCAPE

About Housing York Inc.

HYI is a community housing provider regulated by the Housing Services Act, 2011, incorporated under the *Ontario Business Corporations Act, 1990* and owned by the Region. As a leader in York Region's housing sector, HYI manages and maintains 36 housing properties with more than 4,500 residents in 2,762 units located in all nine local cities, townships and towns. HYI is the largest community housing provider in York Region.

Established in 2003, HYI coordinates subsidized rental housing and market housing across the Region.

Approximately 80% of HYI's units are subsidized and 20% are market units. HYI manages building operations, ensures properties are well-maintained and financially sustainable, supports successful tenancies, and promotes resident engagement.



Communities by Municipality

-  Highrise
-  Lowrise
-  Townhouse
-  Emergency housing
-  New development





Maplewood Place,
City of Richmond Hill

VISION AND MISSION

In 2017, the Board of Directors approved HYI’s vision and mission. The vision and mission statements guided the development of this plan and continue to inform day-to-day operational decisions. These statements also align with the Region’s vision of strong, caring, safe communities, and its mission of working together to serve our thriving communities – today and tomorrow.

HOUSING YORK INC.

Our
Vision

and

Mission

A leader in affordable housing, building inclusive communities that everyone would be proud to call home.

As a responsible and caring landlord, we work with our residents and partners to deliver housing programs and services that are important to our communities.

ORGANIZATIONAL STRUCTURE AND DECISION-MAKING

York Regional Council is the **shareholder** for HYI. The shareholder is responsible for approving the auditor, appointing the HYI Board of Directors and approving the shareholder direction that sets out the Board’s authorities.

York Regional Council has additional responsibilities outside its role as shareholder to support the Region in its provincially-designated role as Service Manager for housing. As Service Manager, the Region is responsible for planning, managing and administering funding for York Region’s housing and homelessness system based on local needs. This includes transforming and managing York Region’s subsidized housing wait list. Council approves the Region’s annual budget, which includes funding allocated to HYI. Council is also responsible for approving housing development and capital funding for new buildings that HYI receives.

The **HYI Board of Directors** has important responsibilities regarding strategic planning, housing development, budgeting and operational oversight. The Board is responsible for setting the strategic direction for HYI in alignment with Regional strategies, approving HYI’s operating and capital budgets, annual reports and audited financial statements, and overseeing the operation of HYI.

The decision-making roles for the Region and HYI are outlined in Figure 1 below:

41%
of HYI’s 2020 budget
is Regional subsidies.

**OF THIS,
60%**
is operating
subsidies,

**AND
40%**
is capital.

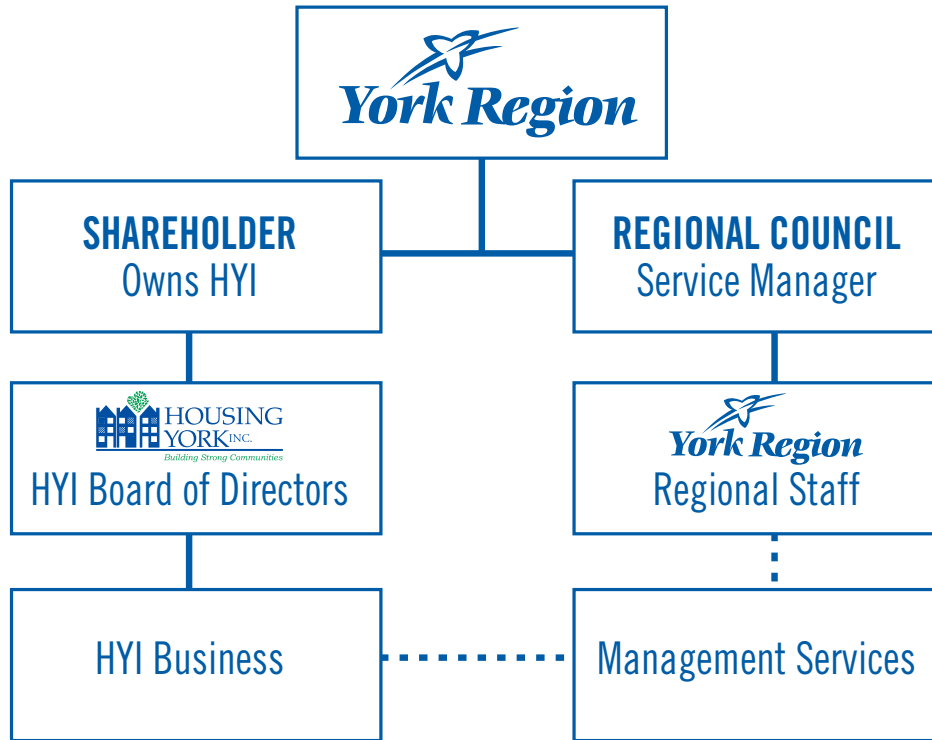


Figure 1: Decision-Making Roles and Authorities

Function	Regional Council	Shareholder	HYI Board
Strategic Direction and Business Planning	Approves strategic direction, such as 10-year housing and homelessness plan	Defines Board authorities	Sets HYI’s strategic direction, approves business plans, oversees operations in alignment with Regional and shareholder direction
Housing Development	Approves and manages funding and development	N/A	Receives new buildings Contributes land to Regional housing redevelopments
Financial	Approves Regional funding for HYI	Appoints the auditor Receives the audited financial statements	Approves the Housing York budget and financial statements
Employees	Approves FTEs for HYI-related positions	Prescribes the Management Services Agreement	Oversees the operations of the organization

HYI does not have its own employees. HYI relies on a Management Services Agreement with the Region for the entire team to manage strategic planning, financial services and the day-to-day operations of the corporation. Leadership is provided by the Region's Housing Services Branch, within the Community and Health Services Department. The organizational structure is illustrated in Figure 2 below.

Figure 2: Organizational Structure of the Region and HYI

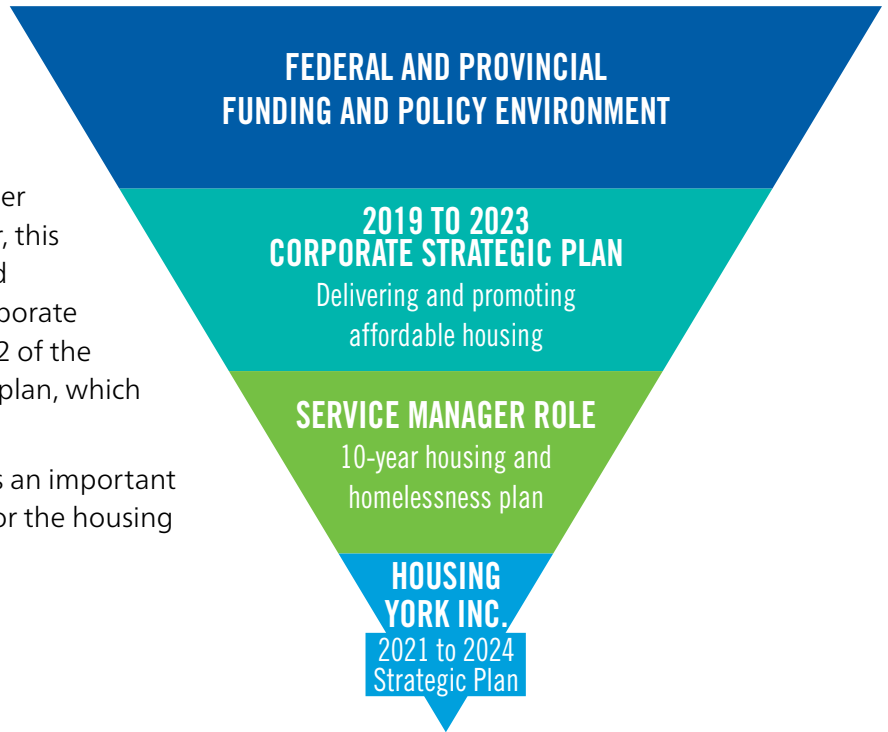


STRATEGIC ALIGNMENT




The federal and provincial funding and policy environment sets the context and informs planning for the Region and HYI.

Although the Region’s role as Service Manager is distinct from HYI’s role as housing provider, this Strategic Plan supports key Council-approved priorities. This includes the 2019 to 2023 Corporate Strategic Plan and Housing Solutions, phase 2 of the Region’s 10-year housing and homelessness plan, which was approved by Council in October 2019.

As the Region’s housing corporation, HYI has an important role in helping the Region achieve its goals for the housing and homelessness system.



HYI contributes to the goals of the Region’s 10-year housing and homelessness plan

Housing and Homelessness Plan Goals		
 Increase the supply of affordable and rental housing	 Help people find and keep housing	 Strengthen the housing and homelessness system
HYI: <ul style="list-style-type: none"> • Receives new buildings • Identifies HYI redevelopment opportunities through the Portfolio Management Plan 	HYI: <ul style="list-style-type: none"> • Implements Regional programs & policies • Connects HYI residents to supports to maintain their tenancies 	HYI: <ul style="list-style-type: none"> • Establishes capital repair plans for the HYI portfolio

PROGRESS FROM 2017 TO 2020

Between 2017 and 2020, HYI worked with the Region and other stakeholders to make progress on its goals and objectives, with details provided in progress reports and annual reports. Highlights include:

Sustaining and Expanding the HYI Portfolio

- Opened Woodbridge Lane, a new 162-unit apartment building that replaced two small former HYI buildings located in the City of Vaughan
- Completed over 300 capital projects, including roof replacements, generators, lighting upgrades, parking lot replacements and building envelope enhancements
- Developed an Energy and Utilities Management Plan resulting in emission reductions, and energy and cost savings
- Developed and approved a Portfolio Management Plan
- Implemented the long-term fiscal strategy

Supporting HYI Residents and Operations

- Developed a Resident Inclusion Plan to support welcoming and inclusive communities
- Engaged residents through health, safety and wellness programs, educational workshops, and community events to support and connect residents in healthy and inclusive communities
- Developed HYI's new mission and vision statements
- Completed a resident survey in 2019 to better understand and respond to residents' diverse needs

Woodbridge Lane,
City of Vaughan



SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

To inform HYI's strategic direction going forward, it is important to understand the current environment. The following provides a summary of an analysis of HYI's strengths, weaknesses, opportunities and threats (SWOT). For additional details, please refer to Appendix 1.

Strengths

Things HYI does particularly well, or in a way that distinguishes it from other housing providers

HYI has a strong organizational capacity, manages and maintains its assets and provides high-quality support to its residents. The Board of Directors is engaged, knowledgeable and supports innovation, and HYI continues to benefit from Council's commitment to housing through significant portfolio growth. HYI's buildings are well-maintained and well-funded with a strong fiscal strategy and portfolio management plan in place. Residents receive responsive and inclusive services from both internal and external partners that promote successful tenancies and benefit their overall well-being.

Weaknesses

Areas HYI could improve and practices to avoid

Processes and resourcing could be improved to enhance efficiency and effectiveness. Some technology remains outdated, and requires Regional support to address evolving operational demands and improve efficiency. Internal and external resources are not always available to manage the complex needs and expectations of HYI residents, such as supporting residents to age in place.

Opportunities

Circumstances that provide space for positive things to happen

Opportunities include continued leadership, supporting the rental housing supply, building partnerships and enhancing processes. HYI's leadership position in the sector supports its ability to influence policy, and continued support from the Board of Directors can help implement improvements, such as technology enhancements. HYI is the owner of assets with redevelopment potential and can support the implementation of innovative models and financing tools to increase York Region's rental housing supply. HYI also has the opportunity to build on external partnerships.

Threats

Factors that could negatively affect HYI's business

Changing demographics and resident needs, limited funding sources, evolving regulations and aging assets affect HYI's business. York Region's population is aging, people are living longer and HYI is seeing an increasing number of residents without adequate family support. With limited alternatives, HYI manages residents with higher needs. Increasing diversity in HYI communities is also causing resident conflict where discrimination and exclusion are contributing factors. In addition, HYI has a limited ability to generate revenue from market rental units and is reliant on Regional funding. Evolving legislation and/or regulations impacting HYI can also result in new, expensive compliance obligations without a funding source.



North View Court,
Town of Georgina



AN UPDATED PLAN FOR 2021 TO 2024

This document represents an updated plan for 2021 to 2024 to continue advancing towards HYI's vision of building communities that everyone would be proud to call home, as a leader in affordable housing. It reflects input and feedback from the Board of Directors, as well as the results of an environmental scan and needs assessment. The strategic priorities build on the successes and progress made between 2017 and 2020, while recognizing ongoing and new challenges impacting residents and HYI's business.

Each strategic priority has specific goals for the next four years, high-level actions to achieve them, and key performance indicators and targets to measure success. The actions, key performance indicators and targets cover the full four years of the plan. To operationalize this Strategic Plan, annual business plans and targets will be developed for each individual year of the plan. Performance against the annual plans will be carefully managed and tracked to ensure success in delivering on the four-year commitments contained in this plan.

Developing the Plan

Development of this plan considered HYI's accomplishments from 2017 to 2020, what HYI should continue striving to achieve, as well as how York Region's housing landscape and population have changed since 2017.

In 2019, an HYI resident survey was completed that identified strengths and areas HYI can improve. The findings from this survey informed key actions and targets around building inclusive communities, and providing supports and services to residents. The Board was engaged through three workshops held throughout 2020 to confirm HYI's mission and vision, to inform strategic priorities, actions, key performance indicators and targets, and to review the draft plan.

Feedback from residents and the Board helped ensure the Strategic Plan reflects the needs of local communities.

Funding the Plan

This Strategic Plan includes a number of goals and actions to help HYI advance towards achieving its vision. HYI's budget enables the corporation to implement strategic directions, manage increasing service demands, and maintain or enhance existing service levels. In order to implement the plan, cost implications will be presented to the Board for consideration as part of the annual budget process.

Key actions related to expanding HYI's portfolio might be dependent on federal and provincial funding. The availability of funds from senior levels of government might impact HYI's ability to advance development-related actions during the four years of this plan.

STRATEGIC PRIORITIES



STRATEGIC PRIORITY 1: Expanded Housing Portfolio

Why this priority is important

Safe, secure, affordable housing is an important social determinant of health, 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 so individuals and families have housing options for all ages and stages of their lives. HYI has the opportunity to contribute to Regional housing initiatives that increase the supply of affordable and rental housing in local communities.

What we are already doing

Over the next four years, we will continue to:

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



Regional Role and Commitments in the 10-year housing and homelessness plan

The work under this strategic priority will also be advanced through the Region's commitments as a corporation, Service Manager and shareholder. The Region's responsibilities include:

- Approving portfolio expansion beyond normal rate of growth
- Increasing funding sources for new affordable housing, including from senior levels of government, to reduce the cost to the Region
- Providing incentives to encourage the development of new affordable purpose-built rental housing

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

How we will make progress on this strategic priority

Actions	Key Performance Indicators	Targets
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
	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
	C. Number of established partnerships for co-development on partner sites	C. 1
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)
	B. Number of modular homes project in operation	B. 1 with at least 10 units
	C. Number of low-rise infill development units under construction on an HYI site	C.15
	D. Number of public-private partnerships established for redevelopment of an HYI site	D. 1
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	E. Double (at least 116)
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	F. \$5 million
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
	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
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
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%
	B. Number of municipal sites identified as suitable for affordable housing development	B. 5
Goal 3: HYI residents impacted by redevelopment are supported		
3.3 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



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 well-being. This means considering residents as individuals, providing the right services at the right time, and building inclusive communities so all residents feel safe, welcome and at home.

What we are already doing

Over the next four years, we will continue to:

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



Regional Role and Commitments in the 10-year housing and homelessness plan

The work under this strategic priority will also be advanced through the Region's commitments as a corporation, Service Manager and shareholder. The Region's responsibilities include:

- Helping people find and keep housing
- Transforming and managing the subsidized housing wait list
- Implementing the Region's Inclusion Charter, which has been endorsed by HYI

How we will make progress on this strategic priority

Actions	Key Performance Indicators	Targets
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*	A. 36
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	B. 20%
	C. Residents who report that HYI treats them respectfully	C. 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
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%
	B. Percent of communities engaged in diversity and inclusion activities	B. 75%
Goal 2: Residents are supported to have successful tenancies		
2.1 Refresh the Tenancy Management Plan to reflect the changing economic environment	A. Percent of tenancies at risk for rent arrears preserved**	A. 97%
	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
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
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues	
	C. Percent of residents satisfied with referral services ***	

* Subject to scope/funding availability **Primary reason for eviction is arrears

***From those residents who agree to a referral



STRATEGIC PRIORITY 3: Financial Sustainability

Why this priority is important

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

What we are already doing

Over the next four years, we will continue to:

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



Regional Role and Commitments in the 10-year housing and homelessness plan

The work under this strategic priority will also be advanced through the Region's commitments as a corporation, Service Manager and shareholder. The Region's responsibilities include:

- Enhancing the approach to housing development that minimizes overall life-cycle cost
- Working with Service Managers across the province to develop a coordinated response to the end of mortgage opportunity for community housing providers mandated under the *Housing Services Act, 2011*
- Delivering training for community housing providers on the end of operating agreements and end of mortgages
- Implementing energy conservation and GHG reduction initiatives identified in the Corporate Energy Conservation and Demand Management Plan

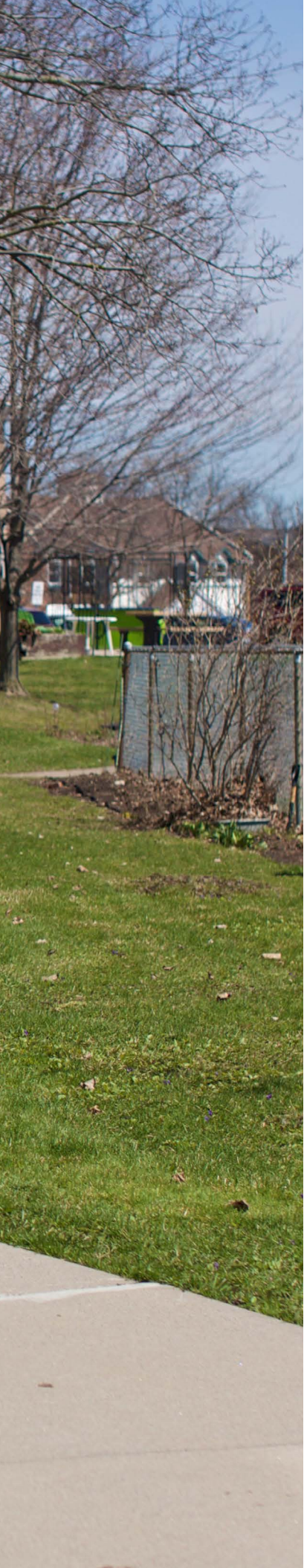
How we will make progress on this strategic priority

Actions	Key Performance Indicators	Targets
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%
	B. Reduction in life-cycle total cost (capital and operating and maintenance) per component	B. Year 1 implement Yardi preventative maintenance module and test process with selected component(s); Year 2 establish baseline; set year 4 improvement target for selected components
	C. Percent increase in resident satisfied with major repairs; baseline 70%	C. 78%
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%
	B. Percent of invoices processed electronically within 28 days	B. 100%
	C. Average time to complete work requested through resident maintenance requests	C. 95% completed within 5 business days
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	D. 80%
	E. Maintain resident satisfaction ratings with HYI "helpfulness"	E. 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%
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG) emissions, utility consumption and operating costs while maintaining resident comfort levels in accordance with the HYI Energy and Utilities Management Plan	A. Annual GHG reduction (tonnes) in communities with retrofits completed	A. 960 tonnes*
	B. Annual cost savings in communities with retrofits completed	B. \$422,000*
	C. Resident satisfaction with process and impact	C. Year 1 establish process and baseline; set year 4 target based on baseline
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
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	B. 125% AMR
	C. Maximum debt as a percent of total project cost	C. 15%
	D. Minimum operating surplus as a percent of total revenue	D. 10%
	E. Agency/commercial space revenue	E. Minimum net neutral
	F. Manageable cost/unit based on incremental costs	F. \$3,800/unit

*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.



Orchard Heights Place,
Town of Aurora



REPORTING ON PROGRESS

HYI will continue to track progress under each strategic priority and measure performance over the next four years.

Annual Business Plans

As the actions identified in this plan are for a four-year period, annual business plans will be developed that identify specific work for each year of the plan. These business plans will include annual targets to track progress throughout the life of this Strategic Plan.

Annual Progress Reports

Progress reports will be provided to the Board of Directors outlining the progress made towards achieving the goals under each strategic priority quarterly. For key performance indicators that require baselines to be established, progress reports will outline the baselines once identified. Progress reports will also be posted publicly on the Region's website.

CONCLUSION

HYI has been successful in maintaining its portfolio in a good state of repair, and adding new units to the portfolio to increase residents' access to affordable housing; however, more needs to be done to help address the Region's growing housing challenges.

In alignment with the Region's 2019 to 2023 Corporate Strategic Plan and 10-year housing and homelessness plan, HYI's 2021 to 2024 Strategic Plan focuses on expanding the housing portfolio, supporting residents' needs by promoting inclusive communities and successful tenancies, and ensuring financial sustainability. The goals and actions within this plan provide the opportunity for HYI to be innovative and explore new ways of business. This Strategic Plan 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.

APPENDIX 1: COMPREHENSIVE SWOT ANALYSIS

The following SWOT analysis was completed to understand the current environment and inform HYI's strategic direction. A number of factors in this SWOT analysis are consistent with HYI's 2017 to 2020 plan. HYI continues to benefit from strong leadership, effectively manage its assets and provide high-quality services to residents. However, HYI is experiencing increasing resident diversity and complexity of resident needs. Increasing resident diversity is causing resident conflict where discrimination and exclusion are contributing factors. HYI is also experiencing increasingly limited or unknown funding sources. While HYI continues to rely on Regional funding, the uncertainty of federal/provincial funding beyond 2022 is a growing threat to HYI.

Strengths

Things we do particularly well, or in a way that distinguishes HYI from other housing providers

1) Organizational Capacity

- HYI has the support of a strong Board of Directors that is engaged, knowledgeable and supports innovation
- Organizational capacity is further strengthened by access to the Region's professional services, such as Human Resources, Legal and Risk
- HYI benefits from Regional Council's commitment to housing, which continues to support significant growth in HYI's portfolio, including the addition of over 1,000 new and planned units from 2011-2022

2) Managing and Maintaining Assets

- HYI's buildings are well-maintained, well-funded and in a good state of repair
- Strong fiscal strategy and portfolio management plan are in place. HYI's financial sustainability is further supported by a blend of market and affordable units in 42% of HYI's communities

3) Supporting Residents

- HYI also stands out in terms of the support provided to residents. Residents receive responsive, inclusive and high-quality services from both internal and external partners
- HYI team members are a strong asset, as they are knowledgeable, responsive and caring

Weaknesses

Areas we could improve and practices that we should avoid

1) Complexity and Processes

- Managing the relationships and services with local municipalities is complex. For example, HYI manages relationships with eight different fire departments and is currently pursuing a technology solution that will increase efficiency of our fire system monitoring. To implement this change, eight separate approval processes are needed
- Procurement processes are resource-intensive and provide a limited opportunity to support value for money and life cycle financial benefits to the Corporation
- The Board of Directors continues to support efforts to modernize technology. Some of HYI's technology remains outdated and requires Regional support to implement new solutions to address evolving operational demands and improve efficiency

2) Resourcing

- Internal resources are not always available to manage the increasingly complex needs and expectations of HYI residents, such as supporting residents to age in place

Opportunities

Circumstances that provide space for positive things to happen

1) Leadership

- HYI's leadership position in the sector supports ability to influence policy. This includes advocacy for increased capacity in the community housing sector
- Continued support from the Board of Directors regarding:
 - Implementing technology enhancements
 - The Resident Inclusion Plan, which supports HYI to address issues that emerge as communities become increasingly diverse. This sometimes results in incidents of resident discrimination and exclusion

2) Rental Housing Supply

- HYI is the owner of assets with redevelopment potential that can enhance York Region's rental housing supply
- Support Regional Council to increase the supply of purpose-built rental housing through:
 - Redevelopment
 - Accessing Regionally- and municipally-owned lands
 - Partnerships with private sector developers
 - Leveraging new financing tools such as the Co-Investment Fund available through the federal government

3) Partnerships

- Continue building external partnerships and working with each municipality to support consistency in properties across the Region, such as bylaw, parking and fire services

4) Policy and Process Development

- Leverage HYI's structure as a distinct corporation to develop or enhance policies. This includes a procurement policy that supports more efficient and value-add procurement of services

Threats

Factors that could negatively affect our business

1) Demographic Trends and Resident Needs

- York Region's population is aging and people are living longer. Seniors are more likely to remain in their units with care requirements that in the past would have resulted in a move to long-term care. With limited alternatives, HYI manages higher risk residents
- HYI is seeing an increasing number of residents with limited or no family support
- The increasing diversity of HYI residents is causing friction in formerly homogenous communities. As a result, HYI is addressing resident conflict where discrimination and exclusion are contributing factors

2) Restrictive or Limited Funding Sources

- HYI's ability to generate revenue from market rental units is limited to 20% of HYI's total units
- HYI is reliant on Regional funding to maintain rent subsidies and invest in capital repairs. There is the potential for reduced federal/provincial funding that may place additional reliance on Regional tax levy funding. Evolving legislation and/or regulations can also result in expensive compliance obligations without a funding source

3) Aging Assets

- HYI's communities continue to age, as 78% of buildings, or 28 communities, are 23 to 52 years old. The costs to maintain communities is funded by rental revenue and subsidies provided by the Region through the tax levy

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