

BUILDING BETTER TOGETHER

2021 BUSINESS PLAN

October 2020
#11833022



ABOUT THE BUSINESS PLAN

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

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

STRATEGIC PRIORITIES

Strategic Priority 1: Expanded Housing Portfolio

Why this priority is important

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

What we are already doing

Over the next four years, we will continue to:

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

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

How we will make progress on this strategic priority

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

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

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

Strategic Priority 2: Inclusive Communities and Successful Tenancies

Why this priority is important

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

What we are already doing

Over the next four years, we will continue to:

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

How we will make progress on this strategic priority

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

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

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

* Subject to scope/funding availability **Targeted to communities that require additional supports ***Primary reason for eviction is arrears ****From those residents who agree to a referral

Strategic Priority 3: Financial Sustainability

Why this priority is important

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

What we are already doing

Over the next four years, we will continue to:

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

How we will make progress on this strategic priority

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

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

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

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

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

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

2021 BUDGET SUMMARY

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

Table 1
HYI 2021 Operating Budget Summary

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

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

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

Table 2
Additional Items for Year 1 of the Strategic Plan

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