

BUILDING BETTER TOGETHER: HOUSING YORK INC.'S 2021 BUSINESS PLAN

Presented to
Housing York Inc. Board of Directors

Presented by
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OUTLINE

1. 2021 to 2024 HYI Strategic Plan and strategic alignment
2. Examples of 2021 actions and targets
3. Quarterly reporting template
4. Financial considerations
5. Recommendation

2021 TO 2024 HYI STRATEGIC PLAN



PRIORITY 1:
Expanded
Housing Portfolio

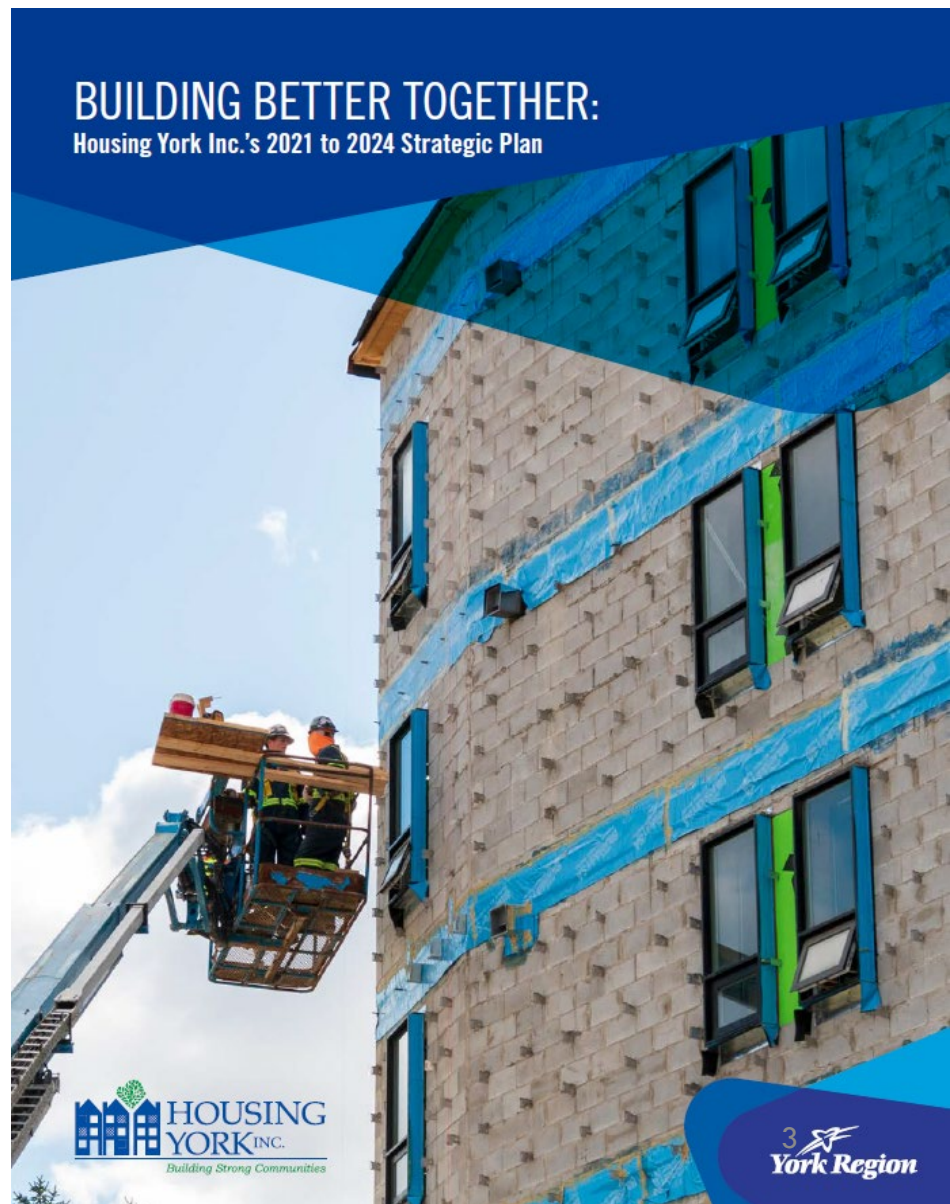


PRIORITY 2:
Inclusive Communities and
Successful Tenancies

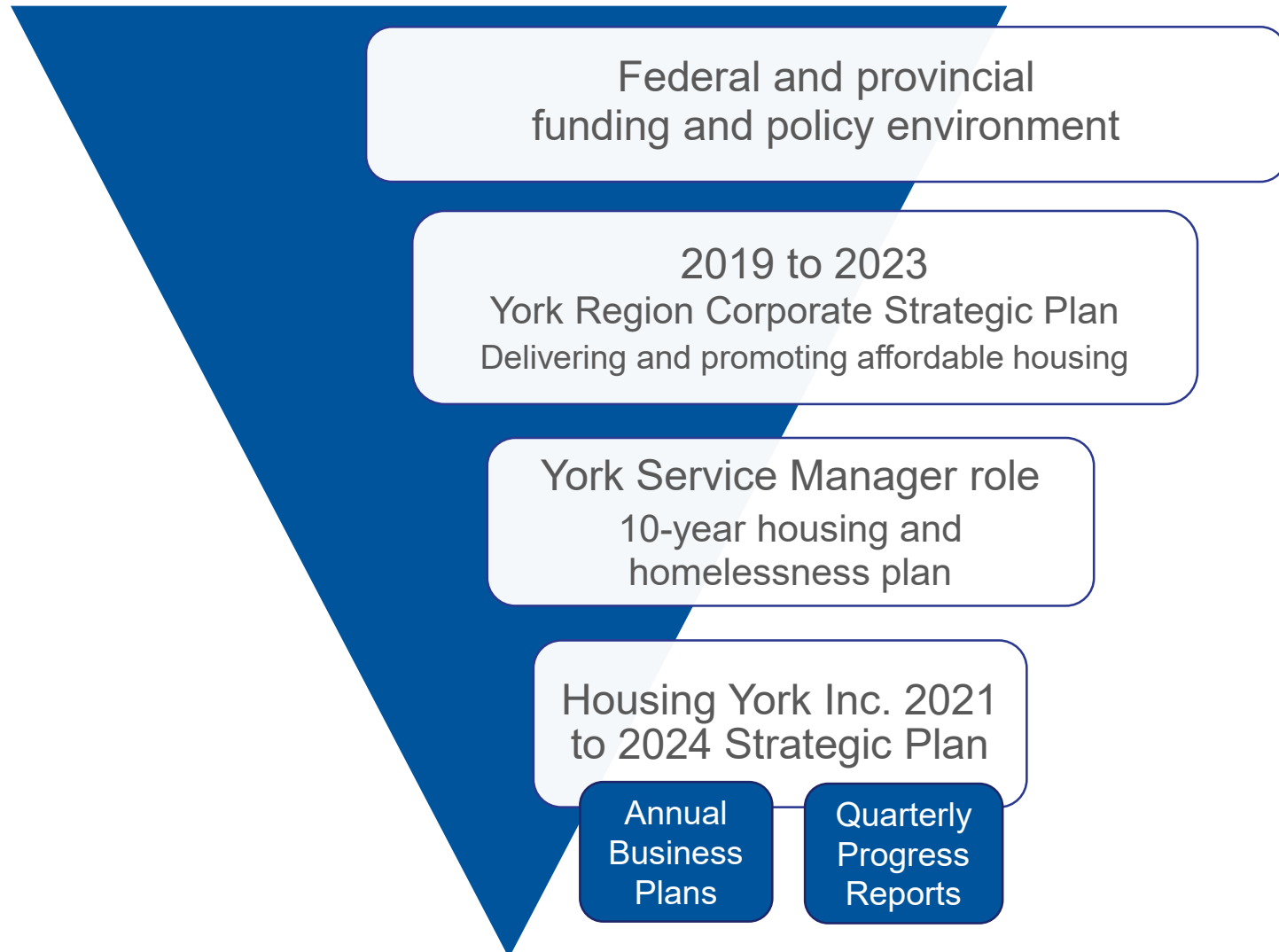


PRIORITY 3:
Financial
Sustainability

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Housing York Inc.'s 2021 to 2024 Strategic Plan



STRATEGIC ALIGNMENT



EXAMPLES OF 2021 ACTIONS AND TARGETS

2021 Action	2021 Target
Strategic 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
Strategic 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

EXAMPLES OF 2021 ACTIONS AND TARGETS

2021 Action	2021 Target
Strategic 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

QUARTERLY REPORTING TEMPLATE

Quarter: Q1 2021

Percentage of actions completed:

Percentage of actions in progress:

Percentage of targets achieved:

Status Legend:

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

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
Goal 1: Portfolio expansion beyond the normal rate of growth					
1.1 Support HYI portfolio expansion by recommending and prioritizing land for development/redevelopment, and identifying new partnerships through a working group of Regional team members in consultation with HYI Board members and industry experts	A. Number of preliminary development concepts, including feasibility assessments, for priority HYI sites identified through the Portfolio Management Plan	<ul style="list-style-type: none"> Complete development concept and feasibility assessment 	1 concept		<ul style="list-style-type: none">
	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 Environmental scan to identify potential partners Begin engaging with potential partners to explore opportunities 	2 concepts Scan completed Engagement process underway		<ul style="list-style-type: none">

FINANCIAL CONSIDERATIONS

- In November, the Board approved HYI's 2021 budget which includes funding to implement year one commitments
- The estimated budget impact of 2021 actions is approximately \$448,000 to:
 - Implement new technology for preventative maintenance
 - Invest in new resident survey tools
- To double the rate of growth, a key 2021 action is to seek approval from Regional Council on an affordable housing development master plan

RECOMMENDATION

The Board of Directors approve the
2021 Housing York Inc. Business Plan



THANK YOU

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