

BUILDING BETTER TOGETHER: QUARTERLY REPORTING

2021 HOUSING YORK INC. (HYI) BUSINESS PLAN

Total Number of Actions Identified (2021): 53

Quarter: Q1 2021

Percentage of actions in progress: 53% (28/53 actions)

Percentage of actions completed: 0%

Percentage of targets achieved: 0%

Status Legend:

	On track		At risk		Will not be met		Not yet started
--	----------	---	---------	---	-----------------	---	-----------------

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	Not yet started	
	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	Not yet started	
		<ul style="list-style-type: none"> Environmental scan to identify potential partners 	Scan completed	Not yet started	
		<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"> Discussions with potential partners (e.g. YRRTC, local municipalities) have begun Regional Council approved Mayor Taylor's motion to ask all lower tier municipalities to pass a resolution in support, in principle, of the provision by each municipality of two acres of land every five years for HYI or a not-for profit or for-profit site dedicated to support affordable housing
	C. Number of established partnerships for co-development on partner sites	<ul style="list-style-type: none"> Environmental scan to identify potential partners 	Scan completed	Not yet started	
		<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"> Discussions with potential partners have begun

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
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	<ul style="list-style-type: none"> • Identify candidate HYI sites 	Sites identified and approved by Board	On track	<ul style="list-style-type: none"> • HYI sites have been approved by the Board for new transitional housing as well as potential sites for affordable housing that were included in the Region's application to CMHC's Rapid Housing Initiative
		<ul style="list-style-type: none"> • Affordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal 	Regional Council approval secured	Not yet started	
	B. Number of modular homes project in operation	<ul style="list-style-type: none"> • Delivery of modular home units on an HYI site (pending provincial funding) 	One project with 4 units	On track	<ul style="list-style-type: none"> • Funding has been secured from the province to move forward with up to eight prefabricated units on the Sutton Youth site • Planning applications have been submitted to the Town of Georgina • Negotiations with builders are underway
		<ul style="list-style-type: none"> • Identify candidate HYI site(s) for next modular home project 	HYI site(s) selected	On track	<ul style="list-style-type: none"> • HYI sites have been approved by the Board for new transitional housing as well as potential sites for affordable housing that were included in the Region's application to CMHC's Rapid Housing Initiative • Funding has been secured from the province to move forward with up to 16 prefabricated units on the Leeder/Porter Place site • Planning applications have been submitted to the Town of East Gwillimbury • Negotiations with builders are underway
	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	Not yet started	

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
	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	Not yet started	
		<ul style="list-style-type: none"> Research potential public-private models 	Public-private partnership models analyzed	Not yet started	
	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	Not yet started	
	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 Engage with potential partners to explore opportunities 	Program established 1 partner	Not yet started Not yet started	
	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	
	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 	2 engagements	Not yet started	

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
		government to advocate for capital development funding			
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%	On track	<ul style="list-style-type: none"> Whitchurch-Stouffville Council approved a reduction of parkland fees Regional Council approved Mayor Taylor's motion to request all lower tier municipalities to amend their parkland dedication bylaw to exempt HYI from parkland fees
	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	Not yet started	
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 RHI funding approval for Nobleview, Orchard Heights and/or Brayfield Manor) 	Consultation process implemented	On track	<ul style="list-style-type: none"> Hosted information sessions for HYI residents for three potential Rapid Housing Initiative projects

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

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	Not yet started	
	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	Not yet started	
		<ul style="list-style-type: none"> • Identify a technology solution to manage consents 	Technology solution identified	On Track	<ul style="list-style-type: none"> • Identified business requirement for inclusion in 2021 planning of department business solutions
	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 for survey services contract in development
	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	Not yet started	
1.2 Research and establish tools to effectively build cultural competency	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"> • Hosted two training workshops on anti-racism for the Housing Services management team

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
amongst residents, and combat behaviours of discrimination and bias that negatively impact communities	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	On track	<ul style="list-style-type: none"> Hosted one diversity and inclusion workshop for housing providers Working with residents at three HYI locations regarding diversity and inclusion issues
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***	<ul style="list-style-type: none"> Offer payment plan options and supports to households in arrears 	All impacted households offered options and supports	On track	<ul style="list-style-type: none"> Payment plan options and supports offered to every households in arrears
		<ul style="list-style-type: none"> 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 with N4s for rent arrears as of end of February: 69 YTD number of evictions enforced for rent arrears as of end of February: 0 % of tenancies preserved: 100%
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	<ul style="list-style-type: none"> Work with large community housing providers to establish KPI benchmark 	Benchmark established	On track	<ul style="list-style-type: none"> Partnering with similar organizations to establish benchmark for percent of households in good standing Percentage of HYI households in good standing as of end of February: 92.4%
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	<ul style="list-style-type: none"> Establish survey methodology for post-COVID (2022) resident survey 	Survey methodology established	Not yet started	

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	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 	Baseline established and year 4 target set	Not yet started	
	C. Percent of residents satisfied with referral services ****	<ul style="list-style-type: none"> Develop and implement resident satisfaction framework 	Implement according to plan	Not yet started	

* 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:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

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%	Not yet started	
	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"> Implementation of preventative maintenance model in the Yardi system 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 for survey services contract in development
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-	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"> Implementation of new resident information package in progress
		<ul style="list-style-type: none"> Develop targeted communication plans for residents who pay by cheque or money order 	Communication plans developed	Not yet started	

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
measurement while remaining resident-centric	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	On Track	<ul style="list-style-type: none"> Maintenance request-based invoices can now be processed electronically Business processes for contract-based invoices are under development
	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	Not yet started	
	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 for survey services contract in development
	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 for survey services contract in development
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"> RFP in development, best practices research in progress
		<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 for survey services contract in development
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG) emissions, utility consumption and operating costs while	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*	On track	<ul style="list-style-type: none"> RFP for work drafted, to be released in Q2
	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*	On track	<ul style="list-style-type: none"> RFP for work drafted, to be released in Q2

Status Legend:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
maintaining resident comfort levels in accordance with the HYI Energy and Utilities 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	Not yet started	
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	On track	<ul style="list-style-type: none"> Proformas under development
	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	Not yet started	
	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%	On track	<ul style="list-style-type: none"> Proformas under development
	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 under development
	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
	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	Not yet started	

*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:

On track	At risk	Will not be met	Not yet started
----------	---------	-----------------	-----------------