

**BUILDING BETTER TOGETHER:
2022 BUSINESS PLAN**

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, are developed for each individual year of the plan. Performance against the annual plans will be carefully managed, tracked and reported to ensure success in delivering on the commitments contained in the four-year strategic plan.

In the first year of the strategic plan, the Housing York Inc. leadership team has ensured commitments remain on track and continue advancing 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. Progress and results achieved in the first year of the strategic plan are detailed in quarterly reports.

This business plan outlines the specific actions, leads and targets for 2022 to continue progressing towards achieving HYI's four-year goals.

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

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 increase and contribute 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			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	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 (3 concepts cumulatively at end of 2022)
	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"> Complete development concept and feasibility assessments with partners 	Housing Development and Asset Strategy	2 concepts (5 concepts cumulatively at end of 2022)
	C. Number of established partnerships for co-development on partner sites	C. 1	<ul style="list-style-type: none"> Continue engaging with potential partners to explore co-development opportunities 	Housing Development and Asset Strategy	3 co-development opportunities under discussion
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)	<ul style="list-style-type: none"> Projects included in the 2023 Regional Capital Budget submission (subject to available federal/provincial funding and legislative changes) 	Housing Development and Asset Strategy	Regional Council approval secured
			<ul style="list-style-type: none"> Continue advancing projects in planning and development stage: <ul style="list-style-type: none"> Unionville: 265 units Stouffville: 97 units Men's Emergency Housing: TBD East Gwillimbury Transitional: 18 units Sutton Transitional: 8 units 62 Bayview Parkway: 250 units 	Housing Development and Asset Strategy	480

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	Actions	Lead	Target
	B. Number of modular homes project in operation	B. 1 with at least 10 units	<ul style="list-style-type: none"> Work with Social Services to support occupancy for East Gwillimbury Transitional Housing 	Housing Development and Asset Strategy	Achieve occupancy and transition to operations
	C. Number of low-rise infill development units under construction on an HYI site	C. 15	<ul style="list-style-type: none"> Work with Social Services to support occupancy for Sutton Youth Transitional Housing 	Housing Development and Asset Strategy	Achieve occupancy and transition to operations
	D. Number of public-private partnerships established for redevelopment of an HYI site	D. 1	<ul style="list-style-type: none"> Complete development concept and feasibility assessments for public-private partnership for Noblevue Pines 	Housing Development and Asset Strategy	Concept and feasibility assessment complete
	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"> Community engagement to gain support for master plan 	Housing Development and Asset Strategy	Community support for master plan
	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 2022 	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"> Complete development concept and feasibility assessments with partners 	Housing Development and Asset Strategy	3 concepts (3 concepts cumulative to end of 2022)
	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"> Engage with potential partners to explore opportunities 	Housing Development and Asset Strategy	3 concepts with total of 100 units

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Actions	Key Performance Indicator	Target	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 Rapid Housing projects in Newmarket and Markham (subject to federal funding) 	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"> Collaborate with municipalities that supported Council's request for the provision of land on site selection Develop guidelines for land to be offered for affordable housing development to the Region 	Housing Development and Asset Strategy	One site identified Draft guidelines developed
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"> Host information sessions for HYI residents at Brayfield Manors, Nobleview Pines and Armitage Gardens Establish baseline and set improvement target 	Housing Development and Asset Strategy / Housing Operations	3 information sessions (1 for each community) Baseline and improvement target established

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

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			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	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 that are important to HYI communities 	A. Number of properties where accessibility inspections are completed and enhancement plans implemented ²	A. 36	<ul style="list-style-type: none"> • Complete assessments • Enhancement plans included in 2023 & 2024 budgets 	Housing Development and Asset Strategy / Housing Operations	Assessments completed for all properties Board approval of enhancement plans through 2023 and 2024 capital budgets
	B. Percentage of residents who agree to receive general HYI	B. 20%	<ul style="list-style-type: none"> • Obtain consents from residents who have contacted HYI electronically 	Housing Operations	15%

² Subject to scope/funding availability.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
	communications electronically; baseline 10%				
	C. Residents who report that HYI treats them respectfully	C. Maintain 93%	• Conduct 2022 resident survey	Housing Operations	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	• Measure participation rate for all community engagement programs	Community Partnerships and Support Services	Realize improvement based on baseline established in 2021
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%	• Training delivered to all Housing Services/HYI team members	Leadership Team	100%
	B. Percent of communities engaged in diversity and inclusion activities	C. 75%	• Complete; target exceeded in Year 1	Community Partnerships and Support Services	Maintain 2022 level
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 ³	A. 97%	• Continue to offer payment plans and support referrals to all households at risk of eviction due to arrears	Housing Operations	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	• Meet or exceed benchmark established in 2021	Housing Operations / Program Finance	% of households in good standing (as defined through KPI initiative) equals or exceeds 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	• Conduct 2022 resident survey	Community Partnerships and Support Services	Realize improvement based on baseline established in 2021

³ Primary reason for eviction is arrears.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues		<ul style="list-style-type: none"> Assist households at risk in connecting to supports and developing realistic plans to preserve tenancies 	Housing Operations / Community Partnerships and Support Services	90%
	C. Percent of residents satisfied with referral services ⁴		<ul style="list-style-type: none"> Conduct 2022 resident survey 	Community Partnerships and Support Services	80%

⁴ 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

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			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	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%	<ul style="list-style-type: none"> • Maintain meeting or exceeding component life expectancy 	Housing Development and Asset Strategy / Housing Operations	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	<ul style="list-style-type: none"> • Establish baseline for selected components 	Housing Operations	Annual cost tracking implemented for selected components to establish baseline

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
		target for selected components			
	C. Percent increase in resident satisfaction with major repairs; baseline 70%	C. 78%	<ul style="list-style-type: none"> Survey 5 projects 	Housing Development and Asset Strategy	5 projects surveyed with satisfaction rate of 74%
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"> Implement targeted communication and outreach plans for residents who pay by cheque or money order 	Housing Operations / Program Finance	95%
	B. Percent of invoices processed electronically within 28 days	B. 100%	<ul style="list-style-type: none"> Track number of days to invoice payment to establish baseline⁵ 	Housing Operations / Program Finance	Baseline established
	C. Work requested through resident maintenance requests completed within 5 business days	C. 95%	<ul style="list-style-type: none"> Report average completion time for in-suite maintenance requests completed by HYI maintenance team. 	Housing Operations	90%
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	D. 80%	<ul style="list-style-type: none"> Conduct 2022 resident survey 	Housing Operations	79%
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	E. 87%	<ul style="list-style-type: none"> Conduct 2022 resident survey 	Housing Operations	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%	<ul style="list-style-type: none"> Conduct 2022 resident survey Implement new service contract for elevator maintenance with focus on quality of service 	Housing Operations	Elevators: 60%; Outdoor green spaces: 55%; Janitorial: 84%
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG)	A. Annual GHG reduction (tonnes) in communities with retrofits completed	A. 960 tonnes ⁶	<ul style="list-style-type: none"> Complete two years of EUMP projects with provincial funding⁷ 	Housing Development and Asset Strategy	131 tonnes after full year of operation

⁵ Processing time commencing from receipt of valid invoice; not to include invoices that are submitted prior to completion or contested.

⁶ 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.

⁷ 2020 work was deferred due to COVID-19.

2021 to 2024 HYI Strategic Plan Commitments			2022 Business Plan Commitments		
Action	Key Performance Indicators	Target	Actions	Lead	Target
emissions, utility consumption and operating costs while maintaining resident comfort levels in accordance with the HYI Energy and Utilities Management Plan	B. Annual cost savings in communities with retrofits completed	B. \$422,000 ⁶	<ul style="list-style-type: none"> Complete two years of EUMP projects with provincial funding⁷ 	Housing Development and Asset Strategy	\$135,600 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"> Conduct 2022 resident survey 	Housing Development and Asset Strategy	All buildings impacted surveyed with satisfaction rate of a minimum of 70% Year 4 target: 80%
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/implement strategy for new developments to meet proforma 	Housing Operations	70/30
	B. Percentage above CMHC's average market rent charged for market rental units	B. 125% average market rent	<ul style="list-style-type: none"> Establish competitive rates for market units for Unionville development based on average market rent 	Housing Operations / Program Finance	Market rates established based on 125% average market rent
	C. Maximum debt as a percent of total project cost	C. 15%	<ul style="list-style-type: none"> Develop/implement strategy to meet proforma 	Housing Operations/ Program Finance	15%
	D. Minimum operating surplus as a percent of total revenue	D. 10%	<ul style="list-style-type: none"> Develop/implement strategy to meet proforma 	Housing Operations/ Program Finance	10%
	E. Agency/commercial space revenue	E. Minimum net neutral	<ul style="list-style-type: none"> Support Region's efforts to secure partner(s) for use of agency / commercial space for Unionville development Develop/implement strategy to meet proforma 	Housing Operations	Partner(s) secured Minimum net neutral
	F. Manageable cost/unit based on incremental costs	F. \$3,800/unit ⁸	<ul style="list-style-type: none"> Develop strategy to meet proforma for Unionville development for commencement of operations 	Housing Operations	Strategy implemented

⁸ Based on new buildings added to portfolio, starting with Unionville.

2022 BUDGET SUMMARY

HYI's 2022 operating budget summary is presented in Table 1.

Table 1
HYI 2022 Operating Budget Summary

	2021 Budget (\$000)	2022 Budget (\$000)	2022 Budget Variance	
			(\$000)	(%)
Revenue				
Market rent	9,091	9,355	264	2.9%
Subsidized rent	14,146	14,171	25	0.2%
Non-rental revenue	1,365	1,426	61	4.4%
Regional subsidies	17,471	20,054	2,583	14.8%
Total revenue	42,074	45,006	2,932	7.0%
Expenditures				
Salaries and benefits	8,185	8,263	78	1.0%
Administration	1,934	1,851	(83)	-4.3%
Facilities	5,822	6,843	1,021	17.5%
Utilities	4,072	3,918	(154)	-3.8%
Property taxes	3,508	3,606	98	2.8%
Mortgage/debentures	9,361	9,321	(40)	-0.4%
Mandatory contributions to reserve	8,812	10,930	2,118	24.0%
Total expenditures	41,694	44,732	3,038	7.3%
Operating surplus before contributions	380	274	-106	-27.9%
Contribution to reserves	380	274	-106	-27.9%
Net surplus/(deficit)	0	0	0	0.0%

Note: Numbers may not add due to rounding

HYI’s 2022 budget supports implementation of the commitments outlined in this business plan, totalling approximately \$274,000.

The additional funding will support resident engagement activities including multiple surveys, the configuration and deployment of the Yardi Advanced Maintenance Module project which began in 2021 and the 26 transitional housing units installed on existing HYI emergency housing sites located in East Gwillimbury and Georgina. The costs associated with these new units are fully funded by Social Services.

A summary of additional items of year two of the strategic plan is outlined in Table 2.

Table 2
Additional Items for Year 2 of the Strategic Plan

2022 Additional Budget Items		
Budget Item	Details	Budget Impact
1. Resident engagement activities	Consulting	\$75,000
2. Implementation of Yardi Advanced Maintenance Module	Consulting	\$30,000
3. New sites in East Gwillimbury and Georgina	Operating/capital costs	\$169,000
Total Operating		\$274,000

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