

# BUILDING BETTER TOGETHER: FISCAL YEAR-END UPDATE

## 2021 HOUSING YORK INC. (HYI) BUSINESS PLAN

**Number of 2021 actions identified: 53**

**Quarter: Q4 2021**

**Actions completed: 85% (45/53 actions)**

**Targets achieved (met or exceeded): 85% (47/55 targets)**

**Actions in progress: 9% (5/53 actions)**

**Actions deferred: 6% (3/53 actions)**

Note: One action contains multiple targets

### Status Legend:

	Target exceeded		Target met		Target not met		In progress; action to continue in 2022		Action deferred or N/A for 2021
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## Strategic Priority 1: Expanded Housing Portfolio

Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
<b>Goal 1: Portfolio expansion beyond the normal rate of growth</b>					
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"> <li>Complete development concept and feasibility assessment</li> </ul>	One concept	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Development concepts completed for two Region-owned sites in the City of Markham and Town of Newmarket</li> <li>CMHC did not fund any of the Regional projects for their Rapid Housing Initiative; however, planning applications will proceed and efforts to identify and procure funding will continue</li> </ul>
	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"> <li>Develop program to fund and complete development concepts</li> </ul>	Two concepts	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Three concepts completed</li> <li>Meetings have been held with developers to discuss opportunities on sites in the Towns of Aurora, Whitchurch-Stouffville, and the City of Markham</li> <li>Concepts have been funded by partners and a funding program is not required</li> </ul>
		<ul style="list-style-type: none"> <li>Environmental scan to identify potential partners</li> </ul>	Scan completed	<b>Met target</b>	<ul style="list-style-type: none"> <li>Scan completed and discussions are underway with potential partners</li> </ul>
		<ul style="list-style-type: none"> <li>Begin engaging with potential partners to explore opportunities</li> </ul>	Engagement process underway	<b>Met target</b>	<ul style="list-style-type: none"> <li>Engagement process is underway as meetings have been held with potential partners, including local municipalities and developers</li> <li>Followed up with municipalities that have not yet responded to Council's request for the provision of land and exemption of parkland dedication fees</li> <li>Will be working in partnership with municipalities that have passed resolutions to provide land to identify potential sites</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
	C. Number of established partnerships for co-development on partner sites	<ul style="list-style-type: none"> <li>Environmental scan to identify potential partners</li> </ul>	Scan completed	Met target	<ul style="list-style-type: none"> <li>Scan completed and meetings held with potential partners including local municipalities and developers</li> <li>Consultant retained to explore opportunities with potential partners</li> </ul>
		<ul style="list-style-type: none"> <li>Begin engaging with potential partners to explore opportunities</li> </ul>	Engagement process underway	Met target	<ul style="list-style-type: none"> <li>Advanced discussions regarding partnership for development on sites in the Towns of Aurora and Whitchurch-Stouffville, including engaging legal counsel to review potential forms of agreement</li> </ul>
1.2 With Regional support, assess feasibility and initiate innovations to intensify existing HYI sites, such as: <ul style="list-style-type: none"> <li>Modular home demonstration project</li> <li>Low rise development(s)</li> <li>Public-private partnerships</li> <li>Scoping of Armitage Gardens redevelopment as part of the Newmarket Health Centre Campus master plan</li> </ul>	A. Number of units in planning and development at a stage ready for implementation based on funding	<ul style="list-style-type: none"> <li>Identify candidate HYI sites</li> </ul>	Sites identified and approved by Board	Met target	<ul style="list-style-type: none"> <li>HYI sites have been approved by the Board for new transitional housing in the Towns of East Gwillimbury and Georgina</li> <li>Council approved use of Regional sites in the Town of Newmarket and the City of Markham, which were included in an updated application to CMHC's Rapid Housing Initiative Round 2</li> <li>CMHC did not fund any Regional projects through the Rapid Housing Initiative program</li> </ul>
		<ul style="list-style-type: none"> <li>Affordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal</li> </ul>	Regional Council approval secured	Met target	<ul style="list-style-type: none"> <li>In November 2021, Council approved establishment of a Community Housing Development Master Plan</li> <li>In December 2021, the HYI Board supported development of the plan</li> <li>The plan will be presented to Council and the Board in Q2 2022</li> <li>Advocacy continues for <a href="#">end of mortgage savings</a> as a potential source of funding for these projects</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
	B. Number of modular homes project in operation	<ul style="list-style-type: none"> <li>Delivery of modular home units on an HYI site (pending Province of Ontario funding)</li> </ul>	One project with four units	<b>In progress</b>	Work to continue in 2022: <ul style="list-style-type: none"> <li>Construction underway for eight units on the Sutton Youth site in the Town of Georgina</li> <li>Low bid contractor provided units through conventional construction with similar timelines to modular</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>Substantial completion delayed to March 31, 2022</li> </ul> Why not met in 2021: <ul style="list-style-type: none"> <li>A variety of factors including unanticipated site works, increased construction demand and industry-wide shortages of construction supplies and contractor availability</li> </ul> Mitigating Actions: <ul style="list-style-type: none"> <li>Working with vendors to monitor construction schedule</li> </ul> Consequences: <ul style="list-style-type: none"> <li>Services provided from the building will be delayed; Social Services continues to provide services to support households at-risk or experiencing homelessness</li> </ul>
		<ul style="list-style-type: none"> <li>Identify candidate HYI site(s) for next modular home project</li> </ul>	HYI site(s) selected	<b>Met target</b>	<ul style="list-style-type: none"> <li>Site was approved by the Board in Q1</li> <li>Funding has been secured from the Province of Ontario, for 18 prefabricated units on the Leeder/Porter Place site in the Town of East Gwillimbury</li> <li>Construction is underway, with substantial completion targeted for Q1 2022</li> </ul>
	C. Number of low-rise infill development units under construction on an HYI site	<ul style="list-style-type: none"> <li>Identify candidate HYI site(s)</li> </ul>	One HYI site selected	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Two Region-owned sites selected</li> <li>Development concepts underway and planning applications in progress</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
					<ul style="list-style-type: none"> <li>CMHC did not fund any Regional projects through the Rapid Housing Initiative</li> </ul>
	D. Number of public-private partnerships established for redevelopment of an HYI site	<ul style="list-style-type: none"> <li>Identify candidate HYI site(s)</li> </ul>	One HYI site selected	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Two sites have been identified consistent with the HYI Portfolio Management Plan: Armitage Gardens in the Town of Newmarket and Nobleview Pines in the Township of King</li> <li>Funding included in the Region's capital plan, contingent on both the Government of Canada's and Province of Ontario's contribution</li> </ul>
		<ul style="list-style-type: none"> <li>Research potential public-private models</li> </ul>	Public-private partnership models analyzed	<b>Met target</b>	<ul style="list-style-type: none"> <li>Consultant provided assessment of public-private models for consideration including case studies and models for joint-venture partnership and selling land with affordability requirement</li> </ul>
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	<ul style="list-style-type: none"> <li>Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units</li> </ul>	Approval for at least 116 units	<b>Met target</b>	<ul style="list-style-type: none"> <li>Funding for the redevelopment of Armitage Gardens included in Region's approved 2020 capital plan for approximately 200 units, subject to the Government of Canada's and Province of Ontario's funding</li> <li>Community engagement and master planning will commence in 2023</li> </ul>
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	<ul style="list-style-type: none"> <li>N/A for 2021</li> </ul>	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"> <li>Establish program to fund and complete development concepts</li> </ul>	Program established	<b>In progress</b>	<p>Work to continue in 2022:</p> <ul style="list-style-type: none"> <li>Consultant provided assessment for capacity building opportunities for non-profit development, including case studies and models for joint-venture partnership and selling land with affordability requirement</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
					<ul style="list-style-type: none"> <li>End of mortgage funding provides a potential opportunity to support non-profit development projects</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>Program anticipated to be established in Q4 2022</li> </ul> Why not met in 2021: <ul style="list-style-type: none"> <li>Competing workload pressures for initiatives that are time-sensitive for third-party funding</li> </ul> Mitigating actions: <ul style="list-style-type: none"> <li>Consultant retained to assist</li> </ul> Consequences: <ul style="list-style-type: none"> <li>No operational impacts are expected</li> </ul>
		<ul style="list-style-type: none"> <li>Engage with potential partners to explore opportunities</li> </ul>	One partner	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Engaged with several non-profit providers that are considering redevelopment</li> </ul>
	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"> <li>N/A for 2021</li> </ul>	N/A	N/A	
<b>Goal 2: Investment from other levels of government</b>					
2.1 Advocate to senior levels of government to fund new HYI housing developments	A. Maintain existing Government of Canada and Province of Ontario capital development funding	<ul style="list-style-type: none"> <li>Work with the Region to target engagements (e.g. meetings or advocacy letters) with either the Government of Canada or Province of Ontario, to advocate for capital development funding</li> </ul>	Two engagements	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>As part of the Region's 10-Year Housing and Homelessness Plan 2019/2020 Progress Report and 2021 Action Plan, submitted letters to both the Government of Canada and Province of Ontario, advocating for ongoing capital funding to support development of at least 200 new community housing units per year, as well as continued funding under the Social Services Relief Fund</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	2021 Target	Status	Details
					<ul style="list-style-type: none"> <li>Meeting held with Federation of Canadian Municipalities representatives to secure advocacy support</li> <li>Meeting held with York Region Members of Parliament to advocate for capital funding to support new development</li> </ul>
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"> <li>Negotiate municipal fee concessions for the Whitchurch-Stouffville affordable housing development and the first modular home project</li> </ul>	100%	Met target	<ul style="list-style-type: none"> <li>Concessions achieved for all projects: <ul style="list-style-type: none"> <li>Council of the Town of Whitchurch-Stouffville approved a reduction of parkland fees</li> <li>The Towns of Georgina and East Gwillimbury provided parkland fee exemptions</li> </ul> </li> </ul>
	B. Number of municipal sites identified as suitable for affordable housing development	<ul style="list-style-type: none"> <li>Establish outreach process to identify municipal sites suitable for affordable housing development</li> </ul>	Process established	Met target	<ul style="list-style-type: none"> <li>Reported to Council on responses from municipalities providing parkland relief</li> <li>Continued to follow up with the Town of Aurora and the City of Richmond Hill as no response received</li> <li>In 2022 will be working with municipalities that have passed resolutions to dedicate land to identify potential sites</li> </ul>
<b>Goal 3: HYI residents impacted by redevelopment are supported</b>					
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"> <li>Develop and implement an HYI resident consultation and engagement process to inform planning for community redevelopment (subject to Rapid Housing Initiative funding approval for Nobleview in the Township of King, Orchard Heights in the Town of Aurora and/or Brayfield Manors in the Town of Newmarket)</li> </ul>	Consultation process implemented	Met target	<ul style="list-style-type: none"> <li>Consultation process implemented that included information sessions for HYI residents for three potential Rapid Housing Initiative projects</li> <li>Informed residents that funding application was not approved, and the projects are not proceeding at this time</li> </ul>

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## Strategic Priority 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
<b>Goal 1: Communities are inclusive</b>					
1.1 Implement resident inclusion plan with consideration to: <ul style="list-style-type: none"> <li>• Accessibility of buildings</li> <li>• Inclusive communications</li> <li>• Business processes and practices that respect diversity</li> <li>• Partnerships to provide programs and services that are important to HYI communities</li> </ul>	A. Number of properties where accessibility inspections are completed and enhancement plans implemented <sup>1</sup>	<ul style="list-style-type: none"> <li>• Establish assessment criteria and complete assessments</li> </ul>	Assessments completed for all properties	<b>In progress</b>	Work to continue in 2022 <ul style="list-style-type: none"> <li>• Held a series of workshops to inform assessment criteria through review of 2019 resident survey responses, recurring resident accommodation requests and ongoing accessibility enhancement initiatives</li> <li>• Secured consultant to finalize assessment criteria</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>• Assessments anticipated to be completed in 2022</li> </ul> Why not met in 2021: <ul style="list-style-type: none"> <li>• Competing workload pressures for initiatives that are time-sensitive for third-party funding</li> </ul> Mitigating Actions: <ul style="list-style-type: none"> <li>• Recruitment underway to support projects</li> </ul> Consequences: <ul style="list-style-type: none"> <li>• No operational impacts are expected</li> </ul>
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	<ul style="list-style-type: none"> <li>• Develop a comprehensive consent to electronic communications, including Landlord and Tenant Board notices</li> </ul>	Consent form developed	<b>Met target</b>	<ul style="list-style-type: none"> <li>• Developed consent form that adapts new Landlord and Tenant Board "Consent to Service by Email" form to address all electronic consent requirements</li> </ul>

<sup>1</sup> Subject to scope/funding availability

### Status Legend:

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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
		<ul style="list-style-type: none"> <li>Identify a technology solution to manage consents</li> </ul>	Technology solution identified	Met target	<ul style="list-style-type: none"> <li>Yardi identified as solution to manage consents</li> </ul>
	C. Residents who report that HYI treats them respectfully	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Met target	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>
	D. Participation rate for programs offered defined as the number of attendees/program capacity	<ul style="list-style-type: none"> <li>Establish and implement data collection process for community engagement programs</li> </ul>	100% of programs to use tools  Baseline established  Year four target set	Met target	<ul style="list-style-type: none"> <li>Data collection tools and evaluation process developed for community engagement programs</li> <li>Percentage of full-time programs using tools: 100% (food security and senior's wellness programs)</li> <li>Refined tools will be used across short-term/intermittent needs based HYI programs by year four</li> <li>Program participation rate baseline: 78%<sup>2</sup></li> <li>Program participation rate year four target: 88%</li> </ul>
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	<ul style="list-style-type: none"> <li>Team members trained in anti-racism</li> </ul>	100%	Met target	<ul style="list-style-type: none"> <li>Six workshops held on anti-racism to train all Housing Services team members with 98% completion (remaining 2% had unavoidable conflicts; a makeup session will be held in early 2022)</li> <li>One additional focus group held to provide feedback on tools for ensuring a safe and inclusive work environment</li> <li>Worked with consultant to further refine tools for the team, which has received favourable response and will be piloted in Q1 2022</li> </ul>

<sup>2</sup> Baseline established using 2019 data as COVID-19 pandemic has influenced program participation

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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	B. Percent of communities engaged in diversity and inclusion activities	<ul style="list-style-type: none"> <li>Partner with subject matter experts to deliver range of diversity and inclusion initiatives based on community needs<sup>3</sup></li> </ul>	20% of identified communities participate in diversity and inclusion activities	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Five communities have been identified to participate in diversity and inclusion activities, four of which (80%) have participated in activities</li> <li>Hosted workshops for housing providers and worked directly with residents regarding diversity and inclusion issues, with plans to begin supporting the remaining community housing provider</li> </ul>
<b>Goal 2: Residents are supported to have successful tenancies</b>					
2.1 Refresh the Tenancy Management Plan to reflect the changing economic environment	A. Percent of tenancies at risk for rent arrears preserved <sup>4</sup>	<ul style="list-style-type: none"> <li>Offer payment plan options and supports to households in arrears</li> </ul>	All impacted households offered options and supports	<b>Met target</b>	<ul style="list-style-type: none"> <li>Payment plan options and supports offered to all households impacted in 2021</li> </ul>
		<ul style="list-style-type: none"> <li>Initiate Landlord and Tenant Board proceedings for households who do not make reasonable efforts to pay rent</li> </ul>	97% of tenancies preserved	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Number of households issued N4s for rent arrears in 2021: 200</li> <li>Three evictions enforced for rent arrears in 2021</li> <li>Percent of tenancies preserved: 98.5%</li> </ul>
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	<ul style="list-style-type: none"> <li>Work with large community housing providers to establish KPI benchmark</li> </ul>	Benchmark established	<b>Met target</b>	<ul style="list-style-type: none"> <li>KPI benchmark established: Average for participating sector organizations is below 90%</li> <li>HYI 2021 result: 93.6% of households in good standing</li> </ul>
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"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	<b>Met target</b>	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>

<sup>3</sup> Targeted to communities that require additional supports

<sup>4</sup> Primary reason for eviction is arrears

**Status Legend:**

<span style="background-color: #0070C0; color: white; padding: 2px;"> </span> Target exceeded	<span style="background-color: #70AD47; color: white; padding: 2px;"> </span> Target met	<span style="background-color: #C00000; color: white; padding: 2px;"> </span> Target not met	<span style="background-color: #FFD700; color: black; padding: 2px;"> </span> In progress; action to continue in 2022	<span style="background-color: #A9A9A9; color: black; padding: 2px;"> </span> Action deferred or N/A for 2021
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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"> <li>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</li> </ul>	Baseline established and year four target set	<b>Met target</b>	<ul style="list-style-type: none"> <li>Business processes implemented and baseline of 90% established</li> <li>Year four target: maintain 90%</li> </ul>
	C. Percent of residents satisfied with referral services <sup>5</sup>	<ul style="list-style-type: none"> <li>Develop and implement resident satisfaction framework</li> </ul>	Implement according to plan	<b>In progress</b>	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established to support resident satisfaction framework</li> </ul> <p>Revised timeline:</p> <ul style="list-style-type: none"> <li>Implementation to occur in 2022</li> </ul> <p>Why not met in 2021:</p> <ul style="list-style-type: none"> <li>Delays securing consultant to establish survey methodology</li> <li>Data to support implementation is dependent on survey methodology</li> </ul> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> <li>Continuing to work with residents to ensure they are connected to the right supports for their needs</li> </ul> <p>Consequences:</p> <ul style="list-style-type: none"> <li>No operational impacts are expected</li> </ul>

<sup>5</sup> From those residents who agree to a referral

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### Strategic Priority 3: Financial Sustainability






Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
<b>Goal 1: Improved life cycle value for HYI buildings</b>					
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"> <li>Complete lifecycle analysis for replacement of building components</li> </ul>	Components over \$50K and new developments with targeted 90%	<b>Met target</b>	<ul style="list-style-type: none"> <li>96% of components over \$50K meet or exceed component life expectancy</li> <li>0.5% of components over \$50K failed before 50% of the component life expectancy</li> </ul>
	B. Reduction in life-cycle total cost (capital, operating and maintenance) per component	<ul style="list-style-type: none"> <li>Implement preventative maintenance module and test components</li> </ul>	Preventative maintenance module implemented and tested with selected components	<b>In progress</b>	<p>Action to continue in 2022</p> <ul style="list-style-type: none"> <li>Preventative maintenance plans for the selected components complete and all related assets tagged to support implementation in Yardi</li> </ul> <p>Revised timeline:</p> <ul style="list-style-type: none"> <li>Implementation anticipated 2022</li> </ul> <p>Why not met in 2021:</p> <ul style="list-style-type: none"> <li>Yardi is launching a new module impacting the current product and transitional issues must be resolved before implementation can continue</li> </ul> <p>Mitigating actions:</p> <ul style="list-style-type: none"> <li>2022 budget includes purchase of new module</li> <li>Consultant engaged to support implementation of selected components</li> </ul> <p>Consequences</p> <ul style="list-style-type: none"> <li>No operational consequences expected</li> </ul>
	C. Percent increase in resident satisfied with major repairs; baseline 70%	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	<b>Met target</b>	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>

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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
<b>Goal 2: Increased operational efficiencies</b>					
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%	<ul style="list-style-type: none"> <li>Establish business processes to encourage new residents to pay electronically</li> </ul>	95% of new residents pay electronically	<b>Exceeded target</b>	<ul style="list-style-type: none"> <li>Business processes established</li> <li>99% of new residents are paying electronically</li> <li>Existing residents also transitioned to new electronic payment process</li> <li>Portfolio rate (new and existing tenants) for electronic payment increased to 95% from baseline of 90%</li> </ul>
		<ul style="list-style-type: none"> <li>Develop targeted communication plans for residents who pay by cheque or money order</li> </ul>	Communication plans developed	<b>Met target</b>	<ul style="list-style-type: none"> <li>Communication plans for residents developed</li> </ul>
	B. Percent of invoices processed electronically within 28 days	<ul style="list-style-type: none"> <li>Implement business processes to manage procurement electronically</li> </ul>	Business processes implemented	<b>Met target</b>	<ul style="list-style-type: none"> <li>Business processes implemented</li> </ul>
	C. Average time to complete work requested through resident maintenance requests	<ul style="list-style-type: none"> <li>Update business processes to track completion time for resident requested maintenance repairs</li> </ul>	90% of resident requests performed by in-house maintenance team completed within five business days	<b>Met target</b>	<ul style="list-style-type: none"> <li>Business processes updated to begin tracking in-house maintenance team completion time of resident requested in-suite maintenance repairs</li> <li>Yardi configuration was set up in 2021 and not yet refined to isolate resident-requested work orders <ul style="list-style-type: none"> <li>For 2021, 100% of all trackable work orders were completed on an average of 5.6 days</li> <li>For 2022, completion of resident-requested work orders will be tracked separately</li> </ul> </li> </ul>
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	<b>Met target</b>	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>

**Status Legend:**

 Target exceeded	 Target met	 Target not met	 In progress; action to continue in 2022	 Action deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Met target	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>
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"> <li>Enhance elevator procurement to better address service quality issues</li> </ul>	New elevator contract awarded	Met target	<ul style="list-style-type: none"> <li>Used new request for proposal process that enables assessment of both qualitative and pricing criteria of proposals to achieve best value for money</li> <li>As service quality issues related to elevator maintenance has been a top resident concern in HYI buildings, the request for proposal was used for a collaborative purchasing initiative with Long-Term Care and community-based housing providers</li> <li>Call for proposals closed on November 26, 2021, and a service provider has been selected. New contract will be effective February 1, 2022</li> </ul>
		<ul style="list-style-type: none"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Met target	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>
2.3 Continue implementing energy efficiency projects to reduce greenhouse gas (GHG) emissions, utility consumption and operating costs while maintaining resident	A. Annual GHG reduction (tonnes) in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years (2020 to 2021) of EUMP projects in 2021<sup>6</sup></li> </ul>	380 tonnes after full year of operation <sup>7</sup>	Deferred	<ul style="list-style-type: none"> <li>Request for proposals closed and moving forward with award of contract</li> <li>Deferring work to make use of confirmed Government of Canada and Province of Ontario funding</li> <li>Deferral to 2022 will not cause operational or health and safety risks</li> </ul>
	B. Annual cost savings in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years (2020 to 2021) of EUMP projects in 2021<sup>6</sup></li> </ul>	\$190,500 after full year of operation <sup>7</sup>	Deferred	

<sup>6</sup> 2020 work was deferred due to COVID-19.

<sup>7</sup> 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.

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2022	Action deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
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"> <li>Establish survey methodology for post-COVID (2022) resident survey</li> </ul>	Survey methodology established	Met target	<ul style="list-style-type: none"> <li>Consultant engaged and survey methodology established</li> </ul>
<b>Goal 3: New developments are operationally self-sustaining</b>					
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"> <li>Develop proformas for Unionville and Stouffville projects that support 70/30 split</li> </ul>	Proformas complete for Unionville and Stouffville	Met target	<ul style="list-style-type: none"> <li>Proformas complete for Unionville and Stouffville that support a 70/30 split</li> </ul>
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	<ul style="list-style-type: none"> <li>Establish competitive rates for market units for Unionville and Stouffville based on AMR</li> </ul>	Market rates established based on 125% AMR	Deferred	<ul style="list-style-type: none"> <li>Establishment of market rates has been deferred to the year in which respective developments are to begin occupancy to ensure appropriateness based on market conditions</li> <li>Market rate of 125% AMR is reflected in the building proformas</li> </ul>
	C. Maximum debt as a percent of total project cost	<ul style="list-style-type: none"> <li>Establish limit for the amount of tenant-funded debt</li> </ul>	Proforma reflects 15%	Met target	<ul style="list-style-type: none"> <li>Proformas reflect 15% tenant-funded debt for new buildings</li> </ul>
	D. Minimum operating surplus as a percent of total revenue	<ul style="list-style-type: none"> <li>Establish minimum operating surplus</li> </ul>	Proforma reflects 10%	Met target	<ul style="list-style-type: none"> <li>Unionville proforma complete and reflects 10% minimum operating surplus<sup>8</sup></li> </ul>
	E. Agency/commercial space revenue	<ul style="list-style-type: none"> <li>Design charrette for agency/commercial space for the Stouffville project</li> </ul>	Space design conducive for agency use/need	Met target	<ul style="list-style-type: none"> <li>Action revised: <ul style="list-style-type: none"> <li>As there is Regional interest in the agency/commercial space, a charrette was not required</li> <li>Agency/commercial space is designed to allow for future fit up</li> </ul> </li> </ul>






<sup>8</sup> Stouffville proforma to be finalized in 2022 after results of Co-Investment Fund application are known.

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2022	Action deferred or N/A for 2021
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Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
	F. Manageable cost/unit based on incremental costs	<ul style="list-style-type: none"> <li>Analyze per unit costs to identify opportunities for efficiencies</li> </ul>	Top opportunities identified	<b>Met target</b>	<ul style="list-style-type: none"> <li>Identified and addressed opportunities for operational efficiency in design decisions and applicable contracts</li> <li>Process to consider lifecycle value on a go forward basis established</li> </ul>

**Status Legend:**

	Target exceeded		Target met		Target not met		In progress; action to continue in 2022		Action deferred or N/A for 2021
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