

**ATTACHMENT 1**

# 2022

## Annual Report



  
**York Region**



# Table of Contents

## Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.

Message from the Regional Chair and CEO	4
Message from the Chair of the Board	6
Message from the President and the General Manager	8
Housing York Inc. at a Glance	10
Corporate Governance	11
Board of Directors 2018 to 2022	11
A Snapshot of Housing York Inc.	12
Building Better Together: Housing York Inc.'s Strategic Plan	14
2022 Business Plan Results	16
<b>From Housing to Home:</b>	
<b>Resident Engagement and Tenancy Management</b>	<b>18</b>
Resident Engagement	18
Tenancy Management	22
<b>Building Communities in 2022</b>	<b>24</b>
Community Development Updates	24
Developments in Planning Stages	34
Capital Repair Projects	38
Energy Efficiency Improvement Projects	40
Asset Management	42
<b>2022 Financial Highlights</b>	<b>44</b>
Ending Reserve Balances for 2022 and 2021	45
<b>Appendix A</b>	<b>49</b>
Building Better Together: Fiscal Year End Update - 2022 Housing York Inc. Business Plan	49



# Message from the **Regional Chair and CEO**

Building strong, caring, safe communities is not attainable without an accessible housing market that includes a full mix of options and affordability. Yet, like many jurisdictions across Canada, York Region is facing ongoing housing affordability challenges.

In early 2021, York Regional Council passed a resolution declaring a housing affordability crisis in York Region. Regional Council remains committed to building complete, inclusive communities with a full range of housing options and services to support residents at all ages and stages. This commitment includes investing in community housing.

Each year we continue to build upon Housing York Inc.'s successes as a leader in the housing sector and remain committed to growth, sustainability and innovation. We are investing in building our property portfolio, adding 26 transitional housing units with another 362 community housing units currently under construction. At the same time, we are working to advance efforts to reduce greenhouse gas emissions and ensure Housing York Inc.'s existing assets remain in a state of good repair.

We are working towards the ambitious goals set out in Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan. Combined with impending changes stemming from Bill 23, continued federal and provincial investments are more important than ever in helping address York Region's housing challenges and ensuring all residents have a place to call home.



Wayne Emmerson  
Chairman and CEO  
The Regional Municipality of York





# Message from the Chair of the Board

As the Regional Municipality of York's housing corporation, Housing York Inc. has an important role in creating complete communities. Housing York Inc. is the largest community housing provider in York Region, providing homes for more than 4,500 residents in nearly 2,800 units across all nine local cities, towns and townships.

Housing York Inc. continues to make strides in accomplishing the three strategic priorities set out in Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan. Priority actions are identified annually to ensure Housing York Inc. continues efforts to expand our housing portfolio, promote inclusive communities and successful tenancies and maintain financial stability. These achievements come despite significant pressures on the Housing York Inc. operating and capital budgets due to rising costs and inflationary impacts.

We are increasing supports for vulnerable York Region residents with the completion of Passage House, an 18-unit transitional housing development in the Town of East Gwillimbury, and the upcoming completion of The Bridge, an eight-unit transitional housing development for youth in the Town of Georgina. We look forward to the completion of two community housing developments – Unionville Commons in the City of Markham in 2023 and a 97-unit development in the Town of Whitchurch-Stouffville scheduled for completion in 2024.

In 2022, Housing York Inc. invested \$6.4 million over 62 active capital projects to increase the safety, accessibility and lifespan of buildings. These initiatives included projects identified in the Housing York Inc. Energy and Utilities Management Plan 2020 to 2024, which identifies strategic energy conservation initiatives to reduce greenhouse gas emissions, operating costs and energy consumption.

While safe, secure and affordable housing is essential for everyone, it is becoming more difficult for York Region residents to find housing that is right for them at a price they can afford. Together, we all play a role in supporting the housing needs of residents, and we know that housing matters because people matter.



John Taylor  
Chair of the Board, Housing York Inc.  
Mayor, Town of Newmarket





# Message from the President and the General Manager

As we reflect on the past year, it is clear that 2022 has been a year of both challenges and triumphs. Despite the lingering health and economic impacts of the pandemic, we remained steadfast in our commitment to creating inclusive communities and supporting our residents.

Our outstanding team worked diligently to achieve the ambitious goals set out in [Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan](#). The plan builds on Housing York Inc.'s successes in the housing sector, while addressing York Region's housing challenges through its strategic priorities.

Our team successfully completed 68% of our priority actions and met or exceeded 62% of targets in the [2022 business plan](#). We take pride in exceeding our key business plan targets, such as adding more units to help alleviate the severe housing shortage in York Region. The remaining actions are in progress or were strategically delayed to align with upcoming initiatives. For instance, we delayed actions to allow our team to develop a community partnership plan that connects residents to programs and services tailored to their unique needs. We are confident that carrying them over to 2023 will position us well as we move into the final year of our strategic plan.

In 2022, we welcomed 211 new households, including 151 from the Region's centralized housing waitlist, and the remaining were market rent households. Our team is committed to welcoming even more residents in 2023, as we prepare for the opening of Unionville Commons, Housing York Inc.'s new seniors' building in Markham. We are committed to creating communities that are home to people from diverse backgrounds, faiths and traditions. By celebrating diversity and providing connections to services and supports, we are helping our residents live to their fullest potential.

While COVID-19 risks have been significantly mitigated, many residents are still feeling its economic impacts. Our team proactively works with residents as a responsible and caring landlord to preserve tenancies and connect them to support. Our unwavering commitment to our residents means we will do all that we can to provide them with the supports and services to ensure successful tenancies.

In 2022, we administered the resident survey to measure resident satisfaction in three key areas: communication, building maintenance and community

well-being. This initiative was part of our strategic plan commitments, including tracking progress compared to previous surveys administered every few years. Our team's dedication to fostering meaningful engagement with our residents is evident in the results. With nearly half of Housing York Inc. households responding—our highest response rate to date—we are honoured that our residents gave us a remarkable 96% satisfaction rating regarding team members' respectfulness and an overall satisfaction score of 80%. As in prior years, we will utilize the feedback to identify opportunities for improvement to further enhance our services to our residents and communities.

Home is a place where people feel safe, secure and welcome. A home is built not by bricks or wood, but with the bond of community and neighbours. While there were certainly challenges in 2022, we remained focused on our mission, and we are pleased to have made progress to work with our residents and partners to deliver housing programs and services that are important to our communities.

Thank you for your continued support as we work together to build inclusive communities that everyone would be proud to call home.



**Katherine Chislett**  
President,  
Housing York Inc.



**Kathy Fischer**  
General Manager,  
Housing York Inc.







Our

Vision

A leader in affordable housing, building inclusive communities that everyone would be proud to call home.

and

Mission

As a responsible and caring landlord, we work with our residents and partners to deliver housing programs and services that are important to our communities.

# Corporate Governance

## Introducing Housing York Inc.

The Regional Municipality of York's housing corporation, Housing York Inc. (HYI), was officially established in 2003 through amalgamation of the York Regional Housing Corporation and the Region of York Housing Corporation. Operating under the *Ontario Business Corporations Act, 1990*, the organization's Board of Directors adopted a set of vision and mission statements in 2017 to inform and guide both long-term strategic planning and day-to-day operational decision-making. The Board reaffirmed the mission and vision statements in 2020.

## Board of Directors 2022 to 2026

HYI is governed by a Board of Directors appointed by the Region, as shareholder. The Board plays a crucial role in providing strategic direction and oversight of the company, approving budgets and business plans and making key policy decisions. Employee resources for HYI are provided through a management services agreement with York Region.

### REGIONAL COUNCIL

Owns the company. Defines the governance framework through the Shareholder Direction.

### HOUSING YORK INC. BOARD OF DIRECTORS

12 Board Members, appointed by Council from Council membership. Provides strategic direction and oversight of the company.



York Region Chairman and CEO  
Wayne Emmerson



Mayor  
Town of Newmarket  
John Taylor  
(Chair)



Mayor Town of  
Whitchurch-Stouffville  
Iain Lovatt  
(Vice-Chair)



Mayor  
Town of Aurora  
Tom Mrakas



Mayor  
Town of East Gwillimbury  
Virginia Hackson



Mayor  
Town of Georgina  
Margaret Quirk



Regional Councillor  
Town of Georgina  
Naomi Davison



Mayor  
Township of King  
Steve Pellegrini



Regional Councillor  
City of Markham  
Alan Ho



Regional Councillor  
Town of Newmarket  
Tom Vegh



Regional Councillor  
City of Richmond Hill  
Godwin Chan



Regional Councillor  
City of Vaughan  
Gino Rosati

### HOUSING YORK INC. OFFICERS



Katherine Chislett  
President



Kathy Fischer  
General Manager



Michelle Willson  
Chief Financial Officer



Chris Raynor  
Secretary



Dan Kyuzmuk  
Solicitor

### REGIONAL STAFF

Regional staff and related services provided through a Management Agreement.



# A Snapshot of Housing York Inc.

HYI is the largest community housing provider in the Region. HYI's 36 properties are made up of townhouse and apartment building communities, including 23 communities designated for seniors, six mixed household communities, and seven family communities offering both subsidized and market-rent units. These properties are located across all nine York Region cities, townships and towns. In addition, HYI owns six emergency and transitional housing developments, providing property management and capital repair services to support Regionally funded homelessness programs.

HYI's 2,762 units provide homes for over 4,500 York Region residents.

## In 2022...

HYI  
welcomed  
**211**  
new households,  
including...

**151** + **60**  
households from  
the Region's  
subsidized housing  
wait list - 25 families  
and 126 seniors  
market-rent  
households

**26**  
residents referred to  
Community Partnerships  
and Support Services  
to help maintain  
successful tenancies

**6,143**  
work orders  
completed for  
repairs requested  
by residents

**92%**  
of work order  
requests completed  
within five business  
days

**25%**  
of residents consented to receive  
electronic updates from HYI,  
exceeding the 2022

**97%**  
of new residents opted-in to pay  
their rent electronically, exceeding  
the 2022 target of 95%





# Building Better Together

## HOUSING YORK INC.'S STRATEGIC PLAN

In November 2020, the Board approved [Housing York Inc.'s 2021 to 2024 Strategic Plan, Building Better Together](#) with three key priorities: Expanded Housing Portfolio, Inclusive Communities and Successful Tenancies, and Financial Sustainability. These priorities aim to improve the lives of residents and advance HYI's vision of building communities everyone would be proud to call home. The plan has specific goals, high-level actions and key performance indicators to measure success, with annual business plans developed each year to operationalize the plan.



### Priority 1

Expanded Housing Portfolio: Safe, secure, affordable housing is an important social determinant of health, 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 so individuals and families 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.



### Priority 2

Inclusive Communities and Successful Tenancies: Helping residents maintain stable housing is a priority for HYI and the Region. This strategic priority recognizes that residents sometimes need support to have successful tenancies and enhance their well-being. 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.



### Priority 3

Financial Sustainability: 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.



# 2022 Business Plan Results

To support success in delivering the strategic priorities' goals over the four-year span of the strategic plan, annual business plans set yearly targets and actions to ensure positive progress. HYI diligently executed the commitments specified in the 2022 HYI Business Plan, which represents the second year of the 2021-2024 HYI Strategic Plan. The 2022 commitments have been largely accomplished.



**68%**  
OF ACTIONS  
COMPLETED



**62%**  
OF TARGETS  
MET OR EXCEEDED



**19%**  
OF ACTIONS  
IN PROGRESS



**13%**  
OF ACTIONS  
INTENTIONALLY  
DEFERRED

In 2022, the HYI team navigated numerous challenges and successfully completed 68% of actions while achieving or exceeding 62% of targets. The ongoing pandemic contributed to difficulties, as did trade strikes and supply chain shortages. Seven actions (13%) were intentionally deferred to align with upcoming initiatives such as the Community Housing Development Master Plan and the Community Partnership Plan. Unfinished actions will be carried over to 2023, positioning us well to accomplish the comprehensive objectives set for the four-year strategic plan period. Please refer to Appendix A for a detailed breakdown of the 2022 year-end performance results in relation to the 2022 HYI Business Plan.



# From Housing to Home

## Resident Engagement and Tenancy Management

Effective resident engagement is at the heart of HYI's mission. HYI is committed to fostering a sense of community by connecting residents with their neighbours and broader community. Evidence shows that when residents take pride in their homes and feel connected to their community, there is a notable improvement in building and community upkeep.

Resident engagement highlights from 2022 include:

- Early in the year as the highly contagious Omicron variant struck, HYI collaborated with community agencies to provide programs and services that are important to HYI communities, including distributing COVID-19 rapid antigen test kits to seniors.
- As COVID-19 restrictions began to ease last spring, HYI transitioned back to in-person events, prioritizing the well-being of residents, and encouraging social connections in a safe and responsible manner.
- HYI promoted health and well-being through proactive wellness checks, connecting residents with suitable services during challenging times.
- The team organized ice cream truck and barbecue events at HYI buildings throughout York Region, fostering open and inclusive housing communities and taking the opportunity to update residents on new initiatives.

- Through the Community News newsletters, information about housing maintenance, wellness, community resources and housing updates was shared with residents.
- HYI actively collaborates with regional partners to enhance seniors' well-being. Community Paramedicine Clinics provide on-site health services, while York Regional Police offer on-site safety information. Additionally, HYI partners with external agencies such as Community & Home Assistance to Seniors (CHATS) who support seniors through transportation, meal services, and caregiver relief.



A family enjoys ice cream at the Heritage Village East resident event in Newmarket

## Diversity and Inclusion

HYI strives to provide accessible services for all residents with a goal to ensure that all residents feel represented, as outlined in [HYI's Resident Inclusion Plan](#). Some noteworthy achievements in promoting inclusivity during 2022 include:

- HYI continued efforts to address racism and discrimination through ongoing employee training on equity, diversity and inclusion.
- Markham is home to one of the largest Chinese populations in Canada. Given this, HYI recognized the importance of engaging both English and Chinese-speaking residents by providing translated materials and bilingual team members at in-person events during the lease up of senior residents to Unionville Commons.
- HYI ensured documents were written in plain language, visually accessible, and obtainable in user-friendly formats upon request.



# Housing York Inc.

## 2022 Resident Survey

In 2022, HYI conducted a comprehensive resident survey, achieving a response rate of nearly 50% from 2,687 households. The results of the survey are statistically reliable at a level of 95% confidence, making them highly representative of the views of residents living in HYI buildings. The survey asked about communication, building upkeep, community living and overall satisfaction with HYI's services. Offered in a variety of formats, including paper, phone and digital, the survey was also available in multiple languages. The survey supports the strategic plan, Building Better Together, and aligns with measuring progress enhancing services based on the outcomes from the 2019 survey.

The 2022 resident survey results showcased significant improvements in nearly every aspect measured, with numerous outcomes meeting or surpassing goals. This includes 96% of residents indicating that team members were respectful, exceeding the four-year target of 93%. The survey's positive results underscored HYI's high level of service and commitment to resident satisfaction, with an overall 80% satisfaction score that exceeds a comparative benchmark from other housing providers with an overall average of 73%.<sup>1</sup>

Visit [york.ca/HYI](https://york.ca/HYI) for the full survey results.

1 Tenant Survey Sources: Ottawa Community Housing Corporation, 2018 Tenant Satisfaction Survey; Abertay Housing Association: 2019 Tenant Satisfaction Survey; Bridge Housing: 2021 The Difference We Make survey; Calgary Housing Company: 2021 Resident Satisfaction Survey; Integrated Service Model – Phase 1 Buildings: 2021 Tenant Experience Survey; Forward Housing: 2019 Tenant Experience Survey; The District of Thunder Bay Social Services Administration Board: 2022 Tenant Survey; Toronto Community Housing Corporation (TCHC): 2021 Tenant Survey; The Municipality of Kincardine Housing Action Plan Survey: 2022 Tenant Survey.



50%

of households responded to the survey



5 out of 6  
and

2022 Business Plan  
targets achieved



4 out of 6

2024 Strategic Plan  
targets already met



80%

2024 Strategic Plan targets already met





# Tenancy Management and Pandemic Response

Even as it has eased, the COVID-19 pandemic continues to impact residents, especially those with financial challenges. The ending of federally funded COVID-19 financial supports, along with inflation, has added additional stress for residents with fixed incomes.

If a resident falls behind on rent and is at risk of eviction, HYI moves quickly to offer the resident reasonable repayment plans and resources to maintain their tenancy. The first step in this process involves issuing an N4 (Notice to End a Tenancy for Non-Payment of Rent). It is important to emphasize that the N4 is not an immediate eviction notice, but rather a reminder for the resident that rent is due and to encourage residents to connect with their property managers to support repayment.

The 2020 pandemic-induced moratorium on eviction hearings caused significant delays at the Landlord and Tenant Board (LTB), extending resolution times up to a year, compared to the pre-pandemic average of four months. As a result, by the end of 2022, HYI’s rent arrears rose significantly, with 259 households owing a total of \$435,447 in 2022, compared to 173 households owing a total of \$187,212 in 2021. This substantial rise is primarily attributed to delays at the LTB. HYI issued 450 N4 Notices to 273 households and requested 26 LTB hearings, but none occurred. In 2022, 91% of households were in good standing, exceeding the Business Plan target of 90%, and 100% of at-risk tenancies were preserved; however, arrears grew to 1% of total rents in 2022 compared to 0.2% in 2019. The LTB continues to work to find solutions to address service delays, including implementing a new user-focused digital tool that will help provide timely, efficient and accessible dispute resolution services.

HYI remains committed to supporting residents facing financial difficulties by connecting them to income programs and support services and helping them navigate the ongoing road to recovery.

## Rent Owed households owed rent arrears



2019	2020	2021	2022
117 households owed rent arrears	172 households owed rent arrears	173 households owed rent arrears	259 households owed rent arrears
<b>Total</b> <b>\$83,050</b> <b>rent owed</b>	<b>Total</b> <b>\$224,526</b> <b>rent owed</b>	<b>Total</b> <b>\$187,212</b> <b>rent owed</b>	<b>Total</b> <b>\$435,477</b> <b>rent owed</b>
<b>0.2%</b> <b>of total revenue</b>	<b>0.5%</b> <b>of total revenue</b>	<b>0.4%</b> <b>of total revenue</b>	<b>1.0%</b> <b>of total revenue</b>



Housing York Inc. employees at an event at Blue Willow, City of Vaughan



# Building Communities in 2022

## Community Development Updates

HYI remains committed to providing quality housing solutions for our growing communities. In 2022, development progressed on four housing projects, with an additional four projects in planning stages.

Progress continued on two community housing developments in the City of Markham and the Town of Whitchurch-Stouffville for a total of 362 units under construction. Residents will begin moving into Unionville Commons in the City of Markham in spring 2023 with full occupancy expected in summer 2023. Completion of construction in the Town of Whitchurch-Stouffville is expected in 2024.

Passage House, an 18-unit transitional housing development in the Town of East Gwillimbury, was completed and the first residents were welcomed in fall 2022. Construction advanced on The Bridge, an eight-unit transitional housing development in the Town of Georgina, with completion and occupancy expected in spring 2023.

Community engagement is fundamental to all HYI developments. York Region residents can learn about and become involved in community developments in a variety of ways, including: Public Information Centre meetings, newsletters, door-to-door visits, mailouts, and Community Liaison Committee meetings. Feedback from the community continues to guide and improve planning, service delivery, engagement and communications.

Learn more about ongoing and future developments at [york.ca/HousingDevelopments](https://york.ca/HousingDevelopments)

### Passage House



### The Bridge



### Unionville Commons



### Whitchurch-Stouffville





# Building Communities

## Passage House

**18838 Highway 11,  
Town of East Gwillimbury**

- Transitional housing for men who are experiencing homelessness
- Blue Door Support Services on-site service provider
- Two-storey building with 18 housing units
- Construction completion: fall 2022
- First prefabricated construction for HYI and the Region
- Project showcased at the Ontario Non-Profit Housing Association conference in November 2022

For more information visit, [york.ca/RapidHousing](https://york.ca/RapidHousing)





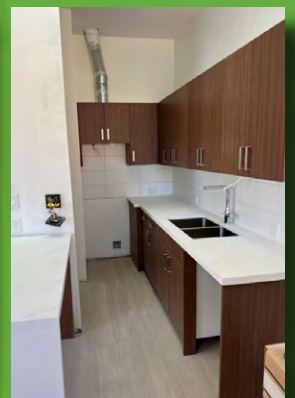
# Building Communities

## The Bridge

### 20898 Dalton Road, Town of Georgina

- Transitional housing for youth aged 16 to 26 who are experiencing homelessness
- Salvation Army on-site service provider
- Eight duplex style housing units
- Construction completion: spring 2023
- Project showcased at the Ontario Non-Profit Housing Association conference in November 2022

For more information, visit [york.ca/RapidHousing](https://york.ca/RapidHousing)





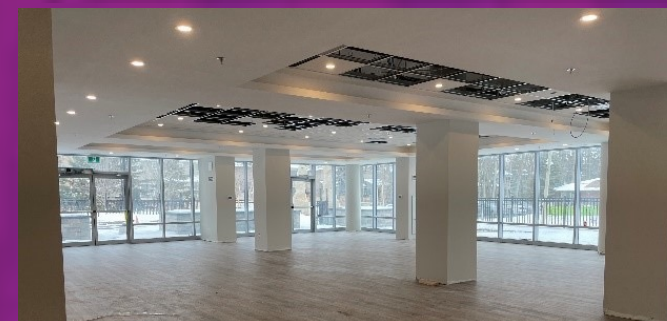
# Building Communities

## Unionville Commons

**4310 Highway 7 East,  
City of Markham**

- 265 apartments for seniors
- Subsidized and market rentals
- Construction completion: summer 2023

For more information, visit [york.ca/UnionvilleHYI](https://york.ca/UnionvilleHYI)





# Building Communities

## Whitchurch-Stouffville

### 5676 Main Street, Town of Whitchurch-Stouffville

- 97 rental apartments for seniors, families, couples and singles
- Subsidized and market rentals
- Construction completion: 2024

For more information, visit [york.ca/RapidHousing](https://york.ca/RapidHousing)





# Developments in Planning Stages

## Emergency and Transitional Housing

14452 Yonge Street, Town of Aurora



- Emergency and transitional housing for men who are experiencing homelessness
- Wraparound and aftercare support on-site
- Planning for 37 emergency housing units and 18 transitional housing units
- Proposed construction start: 2023

For more information, visit [york.ca/MensHousing](https://york.ca/MensHousing)

# 2023

## Bayview Parkway Redevelopment

62 Bayview Parkway,  
Town of Newmarket



- Redevelopment of the site of York Region's first headquarters
- Up to 250 affordable units are currently under design
- Proposed construction start: beyond 2024

For more information, visit [york.ca/62Bayview](https://york.ca/62Bayview)

# 2024

## Boxgrove Community Housing

14th Avenue and  
Donald Cousens Parkway,  
City of Markham



- Up to 150 affordable units
- Apartments for seniors, families, couples and singles
- Proposed construction start: beyond 2024

For more information, visit [york.ca/BoxGroveHYI](https://york.ca/BoxGroveHYI)

# 2024

All developments in planning stages are subject to municipal planning approvals and funding commitment from other levels of government.



## York Region

# Developments Showcased at Ontario Non-Profit Housing Association Innovation Showcase

The Bridge and Passage House were featured in ONPHA's 2022 Innovation Showcase, which highlights the innovative work to create new affordable housing units, achieve financial and environmental sustainability and improve communities. Both projects were selected for their contributions to community, and resident supports and sustainability by providing new transitional housing options for some of York Region's most vulnerable residents. Co-locating developments with existing facilities leverages operational efficiencies and will enhance long-term sustainability for the Region's housing system.

## Capital Repair Projects

HYI allocates resources towards capital improvements, prioritizing resident satisfaction and maintaining properties in good condition. Through targeted programs, accessibility enhancements and measures to improve resident comfort are implemented across the HYI portfolio.



### Emergency Generator Installation Project at Oxford Village

#### Town of East Gwillimbury

- 36 senior units
- All building systems supported in case of power outage
- No shortage of fuel supply in case of power outage



### Roof Replacement at Northview Court

#### Town of Georgina

- 40 apartments
- Decreased operating costs
- Increased building lifespan
- Maintains asset in state of good repair



# Capital Repair Projects

**62** Active Projects    **\$6.4** Million Invested



## Vinyl Siding Replacements at Trinity Square

### City of Markham

- 100 townhome units
- Decreased operating costs
- Increased building lifespan
- Maintains asset in state of good repair



## Balcony Refurbishment at Northview Court

### Town of Georgina

- 40 apartments
- Protects resident health and safety
- Increased building lifespan
- Improves building aesthetic



## Infrastructure Upgrades at the Landing

### Town of East Gwillimbury

- Fire pond, septic system and well
- Upgrading the fire pond provided the required fire safety for additional modular housing development



## Interior Renovations at Sutton Youth Services

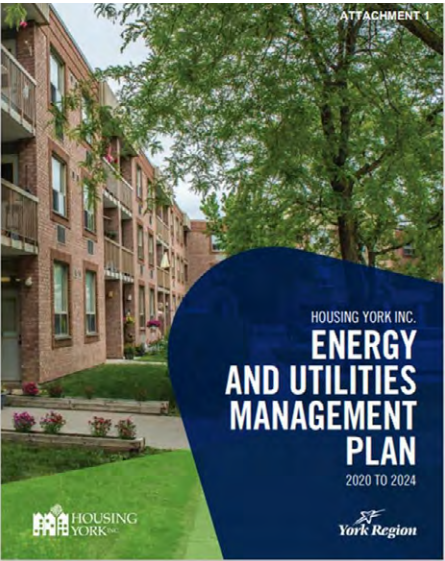
### Town of Georgina

- Increased accessibility
- Increased opportunity for healthy lifestyle with the renovation of the basketball court and gym

**In 2022 residents reported an 86% satisfaction rate with the outcomes of capital repair projects surveyed**



# Energy Efficiency Improvement Projects



HYI is dedicated to fostering a more sustainable future, , and in alignment with this commitment, the HYI Energy and Utilities Management Plan 2020 to 2024 has been adopted. The HYI Energy and Utilities Management Plan is HYI’s first step in the process of moving towards incorporating objectives and goals of [York Region’s long-term strategy, Vision 2051](#), through these goals:

- Advocating for increased energy efficiency and building standards to move toward zero carbon buildings
- Encouraging initiatives that move toward zero carbon building operations by 2051
- Building resiliency into infrastructure and communities

Adopting environmentally friendly practices and ensuring financial sustainability are two essential objectives that guide the efforts of HYI. By strategically implementing energy retrofit projects, both of these objectives can be achieved. Energy retrofit projects not only contribute to the reduction of greenhouse gas emissions but also generate long-term cost savings.

Energy retrofit projects have been selected based on the Board-approved HYI Energy and Utilities Management Plan 2020 to 2024 which prioritizes facilities with the highest greenhouse gas emissions.

## Light-Emitting Diode (LED) Lighting

Retrofit of existing interior and exterior lights with modern LED lighting technology is underway at two facilities: Blue Willow Terrace in Vaughan and Mackenzie Green in Richmond Hill. These projects are expected to improve lighting quality, improve safety and security, provide energy savings, and reductions in greenhouse gas emissions at both sites.

## Central Heating Management System

Installation of a central heating management system is underway at the Richmond Hill Hub in Richmond Hill. This modern building automation system will use a series of sensors and controls to automatically adjust the heating, ventilation, and air-condition equipment in response to changing weather conditions. The outcome will be improved occupant comfort, decreased energy costs and decreased greenhouse gas emissions.

### LED Lighting Retrofit at Blue Willow Terrace, City of Vaughan



PROJECT COST  
**\$162,200**

ANTICIPATED ANNUAL  
UTILITY COST SAVINGS  
**\$7,585**

ANTICIPATED ANNUAL  
GHI REDUCTION (TON)  
**3**

### LED Lighting Retrofit at Mackenzie Green, City of Richmond Hill



PROJECT COST  
**\$474,435**

ANTICIPATED ANNUAL  
UTILITY COST SAVINGS  
**\$10,372**

ANTICIPATED ANNUAL  
GHI REDUCTION (TON)  
**4**

### Central Heating Management System Installation at The Richmond Hill Hub, City of Richmond Hill



PROJECT COST  
**\$578,090**

ANTICIPATED ANNUAL  
UTILITY COST SAVINGS  
**\$27,490**

ANTICIPATED ANNUAL  
GHI REDUCTION (TON)  
**200**



# Asset Management

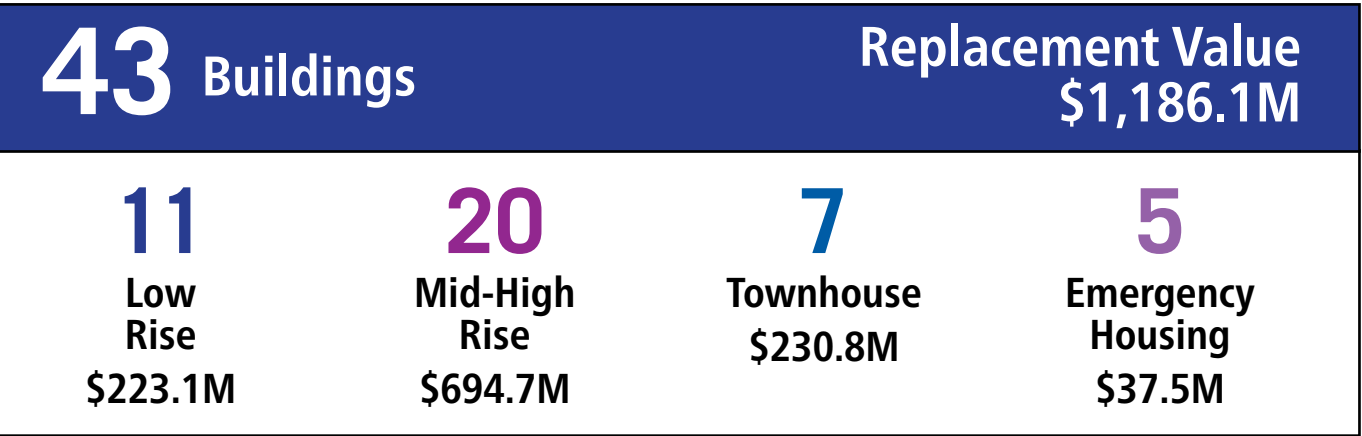
## HYI Assets State of Good Repair

York Region’s Housing Services Asset Management team supports HYI with their asset management program and updates asset values every five years as part of the Housing Services Asset Management Plan update. During 2022, the Asset Management team completed the five-year update to the existing Housing Asset Management Plan as required by *Ontario Regulation 588/17*. Additionally, the Asset Management team prepared the State of Infrastructure report, which is submitted to York Region Council annually. The data presented below is from the 2022 Corporate State of Infrastructure reporting and is based on the Housing Services Asset Management Plan (2023-2027).

HYI’s 43 developments have a current replacement value of approximately \$1.19 billion, an average age of 31 years, and a facility condition index of 5.4%. Facility condition index (FCI) is a key performance indicator used to evaluate the health and condition of the portfolio. FCI measures the current repair and renewal needs of the portfolio to the overall replacement value resulting in a representative ratio. An FCI ratio below 5% indicates a portfolio that is in good condition; in contrast, a FCI ratio above 10% indicates a portfolio in poor condition. The average age of the HYI portfolio is relatively young due to continual growth and development with the majority of the assets in Fair to Very Good condition. The portfolio has experienced a short term increase in the facility condition index, to a fair overall condition, as a result of the COVID-19 pandemic. To combat pressures presented by the pandemic, the HYI leadership team has implemented several mitigating strategies, including a short-term increase in the capital renewal budget through 2027. As a result of these strategies, a downward trend in the facility condition index is forecasted for future years.

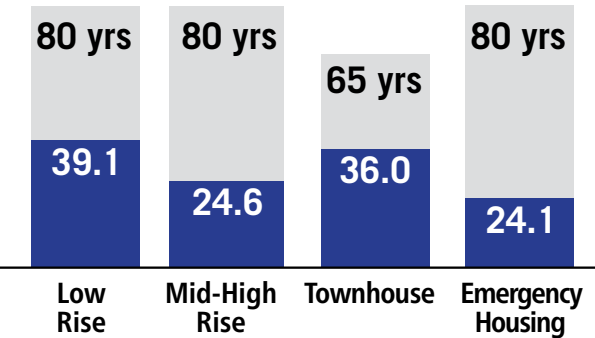
## Asset Value

Asset values are updated through a consultant led valuation study which reviews the construction marketplace and adjusts for changes in material and labour costs. The presented data was updated in late 2022 as part of the 2023 Community and Health Services Asset Management Plan.



## Asset Age

The average age of the HYI portfolio is relatively young due to continual growth and development. This graph displays the average age of each category of development, which has been weighted by replacement value. There are several developments that are reaching the mid-point of their useful lives and will require investment in the form of major capital renewal projects.



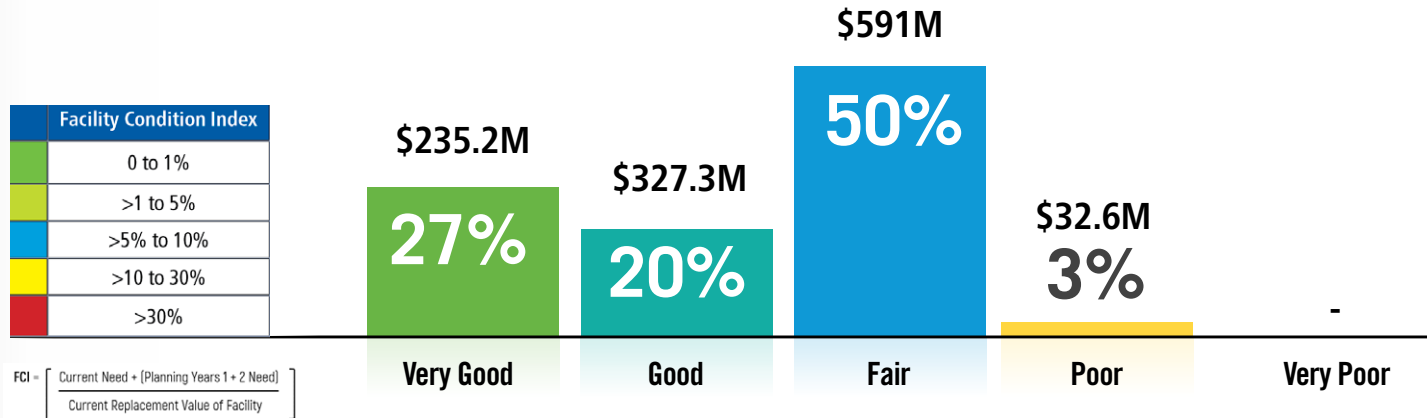
## Asset Condition

The condition of HYI assets is evaluated through a comprehensive building condition assessment program. Facilities receive a detailed site assessment from a multi-disciplinary consultant team on a five-year cycle. Housing Services uses condition and asset renewal cost estimates to develop the multi-year capital renewal budget and uses a risk-based approach to programing the capital renewal projects. Project prioritization considers life safety and security, legislative and regulatory requirements, building functionality, marketability, and tenant impact.

Housing Services uses the industry standard Facility Condition Index (FCI) key performance indicator to evaluate the health of the portfolio. The FCI calculation involves evaluating the current portfolio needs, including any deferred capital renewal, as a ratio to the current replacement value of the portfolio. This metric provides key insight into the overall condition of the assets. Housing Services includes the next two years of forecasted asset needs in the calculation to improve the robustness of the metric. Housing Services uses a five-part grading scale for condition.

The current FCI for the HYI portfolio is 5.4% with the majority of assets in fair to very good condition. The portfolio has experienced a recent increase in the facility condition index in recent years as a result of the COVID-19 pandemic. This increase is largely due to inflationary pressures combined with shortages of materials and skilled trades to deliver renewal projects. The Housing York leadership team has acknowledged this gap and has established an increased capital renewal budget through 2027 to assist in mitigating these pressures. There is a small grouping of assets in Fair condition. These assets have projects scheduled in the multi-year plan to address their condition. As a result of these strategies a downward trend in FCI is anticipated in future years.

## Condition Grade and Replacement Value

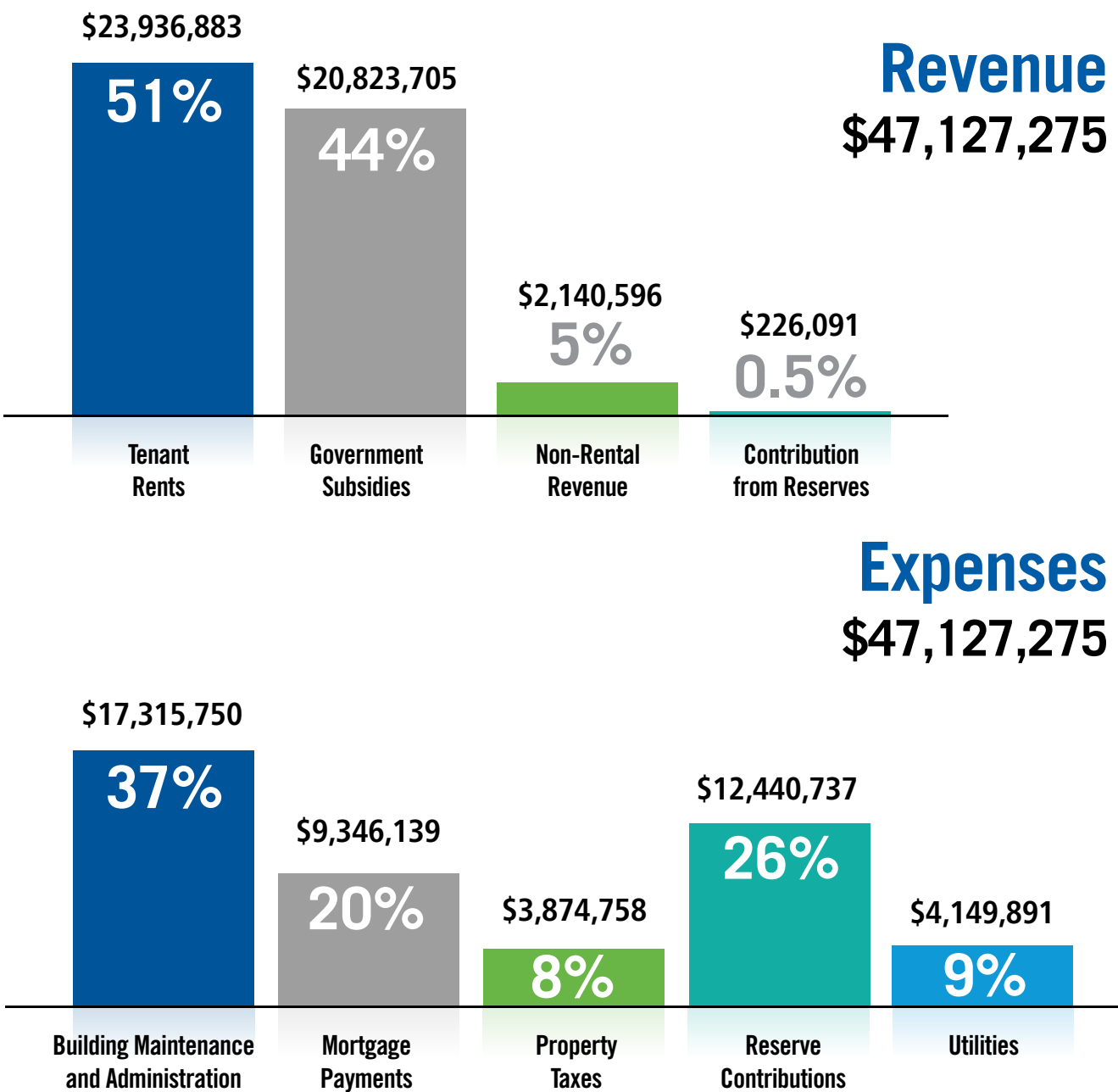




# 2022

## Financial Highlights

Throughout 2022, HYI maintained a robust financial standing despite the unprecedented challenges posed by the COVID-19 pandemic, which impacted residents, communities and colleagues. HYI’s financial resilience is evident in the operational results achieved during this period. Attachment 2 contains HYI’s 2022 Financial Statements, accompanied by explanatory notes.



## Ending Reserve Balances for 2021 and 2022

In November 2017, the Board approved a new long-term fiscal plan for HYI. The fiscal plan was developed to ensure HYI remains fiscally responsible, safeguards its assets and is accountable for effectively managing its resources. The fiscal plan includes a reserve strategy that sets goals and objectives for HYI’s reserves, an Operating Surplus Policy that establishes a framework for the allocation of operating surpluses, and an updated Investment Policy to ensure prudent management of HYI’s working capital and reserves.

The 2022 Financial Statements, audited in compliance with the *Housing Services Act*, received an unqualified opinion. HYI’s financial position remained strong in 2022, with total assets of \$248.9 million, liabilities of \$47.8 million and equity of \$201.1 million.

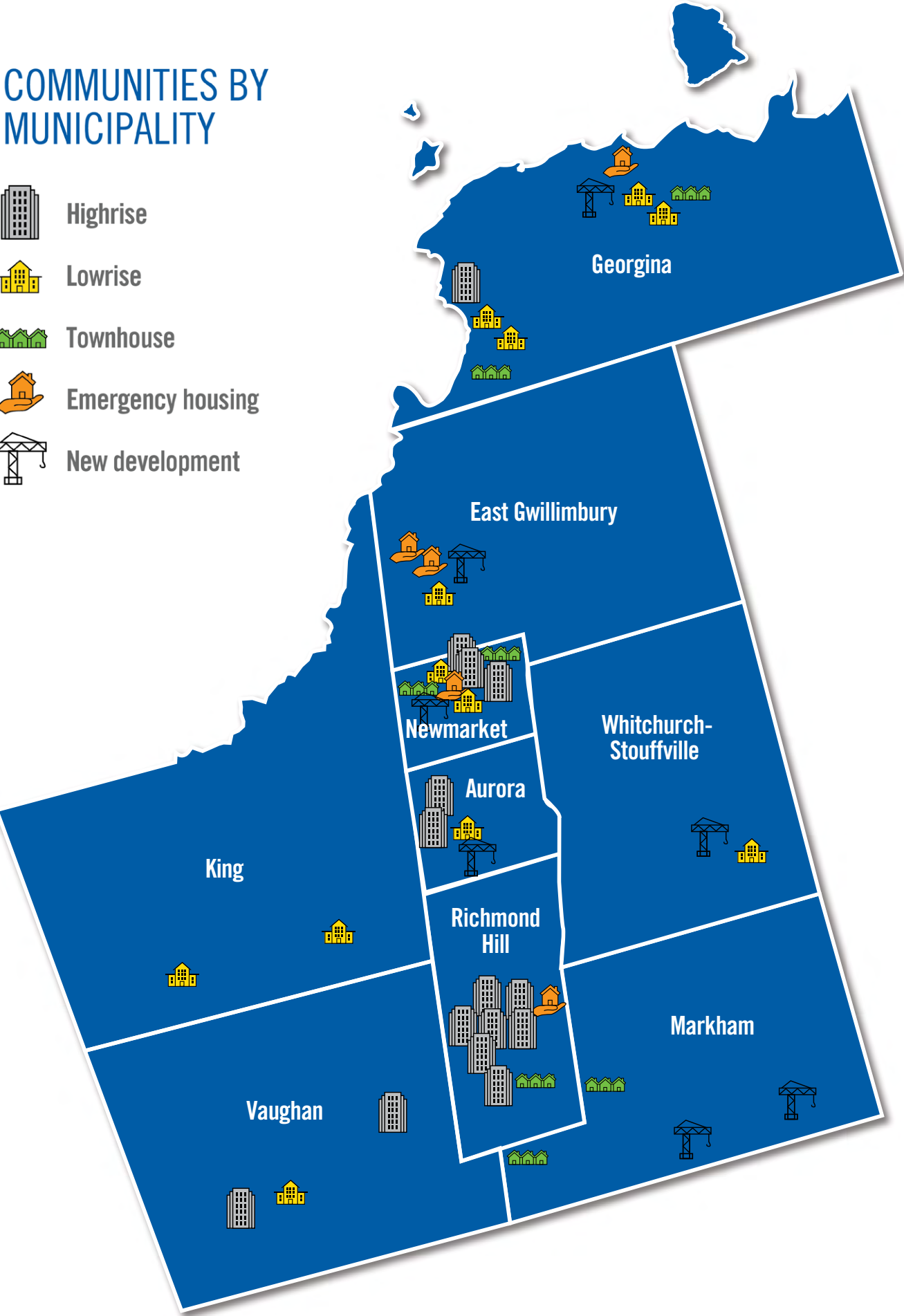
HYI ended 2022 with an operating surplus of \$0.1 million. The operating surplus was allocated to the Emergency Housing Reserve. The following table shows HYI’s reserve balances at the end of 2021 and 2022. Healthy reserve balances ensure HYI is financially sustainable and that HYI’s assets are in a good state of repair.

	2021	2022
Total Reserves	\$31,578,965	\$34,357,429
Capital Reserve	\$19,096,777	\$23,893,843
Operations Reserve	\$500,000	\$273,909
Strategic Initiatives Reserve	\$4,730,317	\$1,757,616
Working Capital Reserve	\$3,500,000	\$3,500,000
Insurance Reserve	\$180,000	\$112,932
Emergency Housing Reserve	\$3,572,171	\$4,819,129



COMMUNITIES BY MUNICIPALITY

-  Highrise
-  Lowrise
-  Townhouse
-  Emergency housing
-  New development



[york.ca/HYI](http://york.ca/HYI)

Accessible formats or communication supports are available upon request.  
Phone: 1-877-464-9675 ext. 72735  
Email: [housingyorkfeedback@york.ca](mailto:housingyorkfeedback@york.ca)





HOUSING YORK INC.  
1-877-464-9675  
TTY 1-866-512-6228  
[york.ca](http://york.ca)

Housing York Inc.'s  
Unionville Commons,  
City of Markham





# BUILDING BETTER TOGETHER: FISCAL YEAR-END UPDATE

## 2022 HOUSING YORK INC. (HYI) BUSINESS PLAN

**Number of 2022 actions identified:** 53 (includes 5 actions carried over from 2021)

**Quarter:** Q4 2022

**Actions completed:** 68% (36/53 actions)

**Targets achieved (met or exceeded):** 62%<sup>1</sup> (32/52 targets)<sup>2</sup>

**Actions in progress:** 19% (10/53 actions)

**Actions deferred/delayed:** 13% (7/53 actions)

**Status Legend:**

	Target exceeded		Target met		Target not met		In progress; action to continue in 2023		Action deferred <sup>3</sup> /delayed or N/A for 2022
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<sup>1</sup> Target for action related to the Rapid Housing Initiative could not be achieved as Canada Mortgage and Housing Corporation (CMHC) did not approve Federal funding for the identified Regional projects.

<sup>2</sup> One target contains two actions.

<sup>3</sup> “Deferred” is used when action is impacted by factors outside HYI’s control.



Strategic Priority 1: Expanded Housing Portfolio

Four-Year Actions	Key Performance Indicators	2022 Actions	2022 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"><li>Complete development concept and feasibility assessment</li></ul>	One concept  (Three concepts cumulatively at end of 2022)	Target met	<ul style="list-style-type: none"><li>One concept assessed in 2022 for a cumulative total of three concepts<ul style="list-style-type: none"><li>2022: HYI site in Nobleton in the Township of King, completed by a consultant</li><li>2021: Two Region-owned sites in the City of Markham and the Town of Newmarket</li></ul></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>Complete development concept and feasibility assessments with partners</li></ul>	Two concepts  (Five concepts cumulatively at end of 2022)	Target exceeded	<ul style="list-style-type: none"><li>Three concepts assessed in 2022 for a cumulative total of six concepts<ul style="list-style-type: none"><li>2022: A private developer on a site in the Town of Aurora, a municipally-owned site in the Town of Georgina, an HYI site in the Township of King in consultation with Paramedic and Senior Services and a development consultant</li><li>2021: A private developer on a site in the Town of Whitchurch-Stouffville, a YRRTC site in the City of Markham</li></ul></li><li>Whitchurch-Stouffville opportunity identified in 2021 concluded. Opportunity is no longer available because land was sold on the private market</li><li>Discussions underway with developer for co-development opportunities in the Town of Aurora</li></ul>

Status Legend:

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
	C. Number of established partnerships for co-development on partner sites	<ul style="list-style-type: none"> <li>Continue engaging with potential partners to explore co-development opportunities</li> </ul>	Three co-development opportunities under discussion	Target met	<ul style="list-style-type: none"> <li>Opportunities explored in the Towns of Aurora, Georgina and City of Markham</li> <li>In 2022, met with 12 organizations and developers</li> <li>Continuing to meet with organizations and developers to explore potential for additional co-development opportunities</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 in the Town of Newmarket, 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>Projects included in the 2023 Regional Capital Budget submission (subject to available Federal/Provincial funding and legislative changes)</li> </ul>	Regional Council approval secured	Target met	<ul style="list-style-type: none"> <li>Regional Council approval secured in February 2023</li> <li>1,761 HYI units (1,677 new and 84 replacement) in the Region's Community and Health Services 10-year capital plan, contingent on receiving Federal and Provincial funding</li> </ul>
		<ul style="list-style-type: none"> <li>Continue advancing projects in planning and development stage: Community housing: <ul style="list-style-type: none"> <li>Unionville Commons: 265 units</li> <li>Stouffville Development: 97 units</li> <li>62 Bayview Parkway: 250 units</li> <li>Box Grove: 150 units</li> </ul> Emergency and transitional housing: <ul style="list-style-type: none"> <li>East Gwillimbury Transitional: 18 units</li> </ul> </li> </ul>	480	Target exceeded	<ul style="list-style-type: none"> <li>825 total units are in the planning and development stage (762 community housing units, 63 transitional units)</li> <li>All projects have been impacted by recent trade strikes and material supply challenges</li> </ul> Community housing: <ul style="list-style-type: none"> <li>Unionville Commons in the City of Markham: Construction continues, with partial occupancy commencing in Q1 2023</li> <li>Stouffville in the Town of Whitchurch-Stouffville: Construction underway. Completion projected 2024</li> <li>62 Bayview Parkway in the Town of Newmarket: Development concepts underway including community consultations, and contract for architectural services has been awarded</li> <li>Box Grove community housing in the City of Markham: Development concepts completed</li> </ul>

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
		<ul style="list-style-type: none"> <li>○ Sutton Transitional: 8 units</li> <li>○ Men's Emergency Housing: 55 units</li> </ul>			including community consultations and planning applications submitted Emergency and transitional housing: <ul style="list-style-type: none"> <li>• The Bridge in the Town of Georgina: Construction of buildings is complete, with occupancy beginning Q1 2023</li> <li>• Men's emergency housing: Zoning bylaw amendment has been submitted to the Town of Aurora and design progressed to 80% design development</li> </ul>
	B. Number of modular homes project in operation	<ul style="list-style-type: none"> <li>• Work with Social Services to support occupancy for East Gwillimbury Transitional Housing</li> </ul>	Achieve occupancy and transition to operations	Target met	<ul style="list-style-type: none"> <li>• Passage House in the Town of East Gwillimbury: Construction is complete, and building is occupied</li> </ul>
	C. Number of low-rise infill development units under construction on an HYI site	<ul style="list-style-type: none"> <li>• Delivery of modular home units on an HYI site (action carried over from 2021)</li> </ul>	One project with four units	Target exceeded	<ul style="list-style-type: none"> <li>• The Bridge in the Town of Georgina: Construction of buildings is complete, with occupancy anticipated Q1 2023</li> </ul>
		<ul style="list-style-type: none"> <li>• Work with Social Services to support occupancy for Sutton Youth Transitional Housing in the Town of Georgina</li> </ul>	Achieve occupancy and transition to operations	Target not met	Work to continue in 2023: <ul style="list-style-type: none"> <li>• Planning underway for transition to program delivery by Social Services and building operations by HYI once hydro connection and landscaping are complete, which is anticipated in 2023</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>• Q1 2023</li> </ul> Why not met in 2022: <ul style="list-style-type: none"> <li>• Delays in construction, landscaping and hydro connection</li> </ul> Mitigating actions: <ul style="list-style-type: none"> <li>• Temporary heat provided while awaiting hydro connection</li> </ul> Consequences: <ul style="list-style-type: none"> <li>• Occupancy delayed until early 2023</li> </ul>

**Status Legend:**

	Target exceeded		Target met		Target not met		In progress; action to continue in 2023		Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
	D. Number of public-private partnerships established for redevelopment of an HYI site	<ul style="list-style-type: none"> <li>Complete development concept and feasibility assessments for public-private partnership for Nobleview Pines in the Township of King</li> </ul>	Concept and feasibility assessment complete	Target met	<ul style="list-style-type: none"> <li>Consulting assignment for concept and feasibility assessment is complete</li> </ul>
	E. Increase in the number of units in the master plan over that at Armitage Gardens in the Town of Newmarket at present	<ul style="list-style-type: none"> <li>Community engagement to gain support for master plan</li> </ul>	Community support for master plan	Delayed	<ul style="list-style-type: none"> <li>Delayed until 2023 to align with timing of master plan development</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 2022</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 (action carried over from 2021)</li> </ul>	Program established	In progress	<ul style="list-style-type: none"> <li>Planning and development of pilot program will continue in 2023</li> <li>Completion of development concepts and feasibility assessments requires establishment of pilot program</li> </ul>
		<ul style="list-style-type: none"> <li>Complete development concept and feasibility assessments with partners</li> </ul>	Three concepts cumulative to end of 2022	In progress	Revised timeline: <ul style="list-style-type: none"> <li>Program to be established in 2023, as well as development concepts and feasibility studies</li> </ul>

**Status Legend:**

	Target exceeded		Target met		Target not met		In progress; action to continue in 2023		Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
	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>Engage with potential partners to explore opportunities</li> </ul>	Three concepts with total of 100 units	In progress	<p>Why not met in 2022:</p> <ul style="list-style-type: none"> <li>Timeline revised to ensure alignment with the forthcoming Community Housing Development Master Plan in 2023</li> </ul> <p>Mitigating actions:</p> <ul style="list-style-type: none"> <li>Consultation with community housing providers interested in development</li> <li>An expression of interest was released to consider development opportunities on existing non-profit sites, and five applications received from current housing providers</li> <li>This process will ensure partners are selected and appropriate planning processes are initiated to enable development to proceed once capital funding is secured</li> </ul> <p>Consequences:</p> <ul style="list-style-type: none"> <li>No operational consequences, as capital funding is not yet secured to move projects forward in development. Development may be dependent on Federal/Provincial funding</li> </ul>
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 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 Federal or Provincial government to advocate for capital development funding</li> </ul>	Two engagements	Target exceeded	<ul style="list-style-type: none"> <li>Two meetings held with York Region Members of Provincial Parliament advocating Service Managers retain savings after community housing mortgages end to fund local priorities such as new supply</li> <li>Advocacy efforts were instrumental in the release of regulatory changes that allow Service Managers to fund housing providers based on their individual needs. As a result, the Region expects cost savings which could be reinvested in the housing and</li> </ul>

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
					homelessness system <ul style="list-style-type: none"><li>Two letters sent to Members of Parliament and Members of Provincial Parliament advocating for consistent, long-term capital funding and to reconsider York Region's development applications under the Federal Rapid Housing Initiative</li><li>Two meetings held with York Region Members of Parliament advocating for enhanced Federal funding to support new supply</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 Rapid Housing Initiative projects in Newmarket and Markham (subject to Federal funding)</li></ul>	100% of projects	No longer applicable	<ul style="list-style-type: none"><li>CMHC did not approve federal funding for these projects under the Rapid Housing Initiative</li></ul>
	B. Number of municipal sites identified as suitable for affordable housing development	<ul style="list-style-type: none"><li>Collaborate with municipalities that supported Council's request for the provision of land on site selection</li></ul>	One site identified	Target met	<ul style="list-style-type: none"><li>One preliminary site identified in the Town of Georgina</li><li>Research and analysis will continue in 2023</li></ul>
		<ul style="list-style-type: none"><li>Develop guidelines for land to be offered for affordable housing development to the Region</li></ul>	Draft guidelines developed	Target met	<ul style="list-style-type: none"><li>Draft guidelines have been developed</li><li>Further refinement with local municipal input planned for 2023</li></ul>
Goal 3: HYI residents impacted by redevelopment are supported					
3.1 Develop and implement an HYI resident consultation and engagement process to	A. Percent of residents in HYI communities being redeveloped	<ul style="list-style-type: none"><li>Host information sessions for HYI residents in the Town</li></ul>	Three information sessions (One for each community)	Delayed	<ul style="list-style-type: none"><li>Delayed to 2023 to align with potential development planning</li></ul>

**Status Legend:**

	Target exceeded		Target met		Target not met		In progress; action to continue in 2023		Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
inform planning for community redevelopment	who feel through an impacted resident survey that HYI was responsive to their needs	of Newmarket at Brayfield Manors and Armitage Gardens and in the Township of King at Nobleview Pines			
		<ul style="list-style-type: none"> <li>Establish baseline and set improvement target</li> </ul>	Baseline and improvement target established	Delayed	<ul style="list-style-type: none"> <li>Delayed to 2023 to align with potential development planning</li> </ul>

Status Legend:

	Target exceeded		Target met		Target not met		In progress; action to continue in 2023		Action deferred/delayed or N/A for 2022
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Strategic Priority 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
Goal 1: Communities are inclusive					
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>4</sup>	<ul style="list-style-type: none"><li>• Establish assessment criteria (action carried over from 2021) and complete assessments</li></ul>	Assessments completed for all properties	In Progress	<ul style="list-style-type: none"><li>• First draft report has been submitted</li><li>• Finalized prioritization scheme that will be applied to all assessments and reports going forward</li></ul> Why not met in 2022: <ul style="list-style-type: none"><li>• Consultant progress slower than expected</li><li>• Quality of pilot reports did not meet expectations</li></ul> Mitigating actions: <ul style="list-style-type: none"><li>• Performance management of the consultant</li></ul> Consequences: <ul style="list-style-type: none"><li>• Implementation will be delayed until the assessments are complete</li></ul>
		<ul style="list-style-type: none"><li>• Enhancement plans included in 2023 and 2024 budgets</li></ul>	Board approval of enhancement plans through 2023 and 2024 capital budgets	Target met	<ul style="list-style-type: none"><li>• The Board approved \$500,000 in the HYI capital budget for 2023</li></ul>
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	<ul style="list-style-type: none"><li>• Obtain consents from residents who have contacted HYI electronically</li></ul>	15%	Target exceeded	<ul style="list-style-type: none"><li>• 25% of residents (over 700) completed electronic consents, exceeding the four-year target of 20%</li></ul>
	C. Residents who report that HYI treats them respectfully	<ul style="list-style-type: none"><li>• Conduct 2022 resident survey</li></ul>	Maintain 93% <sup>5</sup>	Target exceeded	<ul style="list-style-type: none"><li>• 96% of residents indicated that staff were respectful, exceeding the four-year target of 93%<sup>5</sup></li></ul>

<sup>4</sup> Subject to scope/funding availability.

<sup>5</sup> Baseline established through 2019 resident survey. Reporting on measure moving forward will use revised methodology.

Status Legend:

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
	D. Participation rate for programs offered defined as the number of attendees/program capacity	<ul style="list-style-type: none"> <li>Measure participation rate for regular core<sup>6</sup> community engagement programs</li> </ul>	Realize improvement based on baseline established in 2021 (78%) <sup>7</sup>	Target not met	<ul style="list-style-type: none"> <li>Mobility Matters program, which helps seniors in seven communities live safely in their homes through fall prevention and exercise supports, had an average participation rate of 31% for December 2022 (program capacity of 30 people per session at each site)</li> <li>Food Bank of York Region served all households that required support in three HYI communities (129 households)</li> </ul> <p>Why not met in 2022:</p> <ul style="list-style-type: none"> <li>Pandemic may have impacted participation rates for programs involving in-person group participation</li> <li>Data collection for participation rates requires refinement</li> </ul> <p>Mitigating Actions:</p> <ul style="list-style-type: none"> <li>As outlined in the 2023 Business Plan, HYI is taking a strategic approach to program and service planning through the development of a community partnership plan to better connect residents to programs and services based on their needs</li> </ul> <p>Consequences:</p> <ul style="list-style-type: none"> <li>No operational consequences</li> </ul>

<sup>6</sup> Temporary, time-limited programs are not included as they may not be offered year-over-year.

<sup>7</sup> Baseline identified in 2021 is not relevant to current HYI programming and will be re-evaluated through the development of a community partnership plan in 2023.

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
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>Training delivered to all Housing Services/HYI team members</li> </ul>	100%	Target met	<ul style="list-style-type: none"> <li>In 2021, held six workshops on anti-racism to train all Housing Services team members with 98% completion</li> <li>Makeup session held in Q1 2022 for remaining team members who had unavoidable conflicts in 2021 or were new hires</li> <li>Continuing to develop additional tools for ensuring a safe and inclusive work environment</li> </ul>
	B. Percent of communities engaged in diversity and inclusion activities	<ul style="list-style-type: none"> <li>Complete; target exceeded in Year 1</li> </ul>	Maintain 2021 level	Target met	<ul style="list-style-type: none"> <li>100% of residents signed up for electronic communications sent newsletter highlighting diversity and inclusion activities</li> <li>Diversity and inclusion activities targeted community housing locations with greatest immediate need; enhanced programming will be explored for HYI communities in 2023 in alignment with new 2023 Business Plan actions and targets</li> </ul>
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 <sup>8</sup>	<ul style="list-style-type: none"> <li>Continue to offer payment plans and support referrals to all households at risk of eviction due to arrears</li> </ul>	97%	Target exceeded	<ul style="list-style-type: none"> <li>100% of tenancies at risk for rent arrears were preserved due to limited availability of hearings at the Landlord Tenant Board</li> <li>254 households had negotiated payment plans in 2022. Of those, 75% adhered to their payment plans, and HYI is continuing to work with the remaining 25%</li> </ul>
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	<ul style="list-style-type: none"> <li>Meet or exceed benchmark established in 2021</li> </ul>	90% of households in good standing	Target exceeded	<ul style="list-style-type: none"> <li>91% of households in good standing as of December 31, 2022, despite the negative impacts of the pandemic</li> </ul>

<sup>8</sup> Primary reason for eviction is arrears.

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
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>Conduct 2022 resident survey</li> </ul>	Establish baseline; set year 4 target based on baseline <sup>9</sup>	Delayed	<ul style="list-style-type: none"> <li>Delayed to align with completion of a community partnership plan as identified in the 2023 Business Plan</li> <li>The community partnership plan will reflect a strategic approach to program and service planning to better connect residents to programs and services based on their needs</li> </ul>
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues	<ul style="list-style-type: none"> <li>Assist households at risk in connecting to supports and developing realistic plans to preserve tenancies</li> </ul>	90%	Target exceeded	<ul style="list-style-type: none"> <li>In 2022, five residents received notice for behaviour-related issues</li> <li>Of these, 100% of tenancies were preserved, as residents corrected their behaviour within 14 days of receiving notice</li> </ul>
	C. Percent of residents satisfied with referral services <sup>10</sup>	<ul style="list-style-type: none"> <li>Develop and implement resident satisfaction framework (action carried over from 2021)</li> </ul>	Implement according to plan	Delayed	<ul style="list-style-type: none"> <li>Delayed to align with completion of community partnership plan as identified in the 2023 Business Plan</li> <li>The community partnership plan will reflect a strategic approach to program and service planning to better connect residents to programs and services based on their needs</li> </ul>
		<ul style="list-style-type: none"> <li>Conduct 2022 resident survey</li> </ul>	80%	Delayed	

<sup>9</sup> Revised from 2022 Business Plan as baseline is dependent on survey to be conducted in 2022.

<sup>10</sup> From those residents who agree to a referral.

#### Status Legend:

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Strategic Priority 3: Financial Sustainability

Four-Year Actions	Key Performance Indicators	2022 Actions	2022 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"><li>Maintain meeting or exceeding component life expectancy</li></ul>	90% <sup>11</sup>	Target Exceeded	<ul style="list-style-type: none"><li>96% of assets reached or exceeded the expected useful life, exceeding the four-year target of 90%</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 (action carried over from 2021)</li></ul>	Preventative maintenance module implemented and tested with selected components	In progress	<ul style="list-style-type: none"><li>Preventative maintenance plans for selected building components have been developed</li></ul> Revised timeline: <ul style="list-style-type: none"><li>Life cycle costing for two components will be piloted in 2023</li><li>Technology solution for preventative maintenance plans for five buildings will be piloted in 2023</li></ul> Why not met in 2022: <ul style="list-style-type: none"><li>Technology solution supports preventative maintenance but cannot currently meet life cycle cost tracking requirements</li></ul> Mitigating actions: <ul style="list-style-type: none"><li>Action and target set in 2023 Business Plan to investigate options to track life-cycle costs</li></ul> Consequences: <ul style="list-style-type: none"><li>If a suitable technology solution cannot be found, a manual process will be required to track life-cycle costs for high priority assets</li></ul>
		<ul style="list-style-type: none"><li>Establish baseline for selected components</li></ul>	Annual cost tracking implemented for selected	Deferred	<ul style="list-style-type: none"><li>Deferred until supporting software and business processes are in place</li></ul>

<sup>11</sup> Components over \$50,000 and new developments.

Status Legend:

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
			components to establish baseline		
	C. Percent increase in resident satisfied with major repairs; baseline 70%	<ul style="list-style-type: none"> <li>Survey five projects</li> </ul>	Five projects surveyed with satisfaction rate of 74%	Target exceeded	<ul style="list-style-type: none"> <li>86% satisfaction rate achieved in four projects surveyed, exceeding the four-year target of 78%</li> <li>One project survey cancelled due to unforeseen project delays</li> <li>Resident response rate was 17%</li> </ul>
<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>Implement targeted communication and outreach plans for residents who pay by cheque or money order</li> </ul>	95%	Target exceeded	<ul style="list-style-type: none"> <li>97% of new residents and 96% of current resident households paid rent electronically as of December 31, 2022</li> </ul>
	B. Percent of invoices processed electronically within 28 days	<ul style="list-style-type: none"> <li>Track number of days to invoice payment to establish baseline<sup>12</sup></li> </ul>	Baseline established	Target met	<ul style="list-style-type: none"> <li>Baseline established: 95% invoices processed within 28 days</li> </ul>
	C. Work requested through resident maintenance requests completed within five business days	<ul style="list-style-type: none"> <li>Report average completion time for in-suite maintenance requests completed by HYI maintenance team</li> </ul>	90%	Target exceeded	<ul style="list-style-type: none"> <li>92% of resident requested maintenance work orders were completed in five business days or less</li> </ul>
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	<ul style="list-style-type: none"> <li>Conduct 2022 resident survey</li> </ul>	79%	Target exceeded	<ul style="list-style-type: none"> <li>84% of residents indicated satisfaction with repairs, exceeding the four-year target of 80%</li> </ul>
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	<ul style="list-style-type: none"> <li>Conduct 2022 resident survey</li> </ul>	87%	Target exceeded	<ul style="list-style-type: none"> <li>90% of residents indicated that staff were helpful, exceeding the four-year target of 87%</li> </ul>

<sup>12</sup> Processing time commencing from receipt of valid invoice; not to include invoices that are submitted prior to completion or contested.

**Status Legend:**

Target exceeded	Target met	Target not met	In progress; action to continue in 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
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>Conduct 2022 resident survey</li> </ul>	Elevators: 60%; Outdoor green spaces: 55%; Janitorial: 84%	Target met	<ul style="list-style-type: none"> <li>Resident satisfaction increased for: <ul style="list-style-type: none"> <li>Elevators: 68%</li> <li>Outdoor green spaces: 70%</li> </ul> </li> <li>Resident satisfaction decreased for: <ul style="list-style-type: none"> <li>Janitorial: 77% (Contractor to be replaced in 2023)</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>Implement new service contract for elevator maintenance with focus on quality of service</li> </ul>			<ul style="list-style-type: none"> <li>Elevator contract implemented, resulting in both service improvements and cost savings</li> <li>Curb appeal enhancements implemented as needed</li> </ul>
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 (EUMP)	A. Annual GHG reduction (tonnes) in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years of EUMP projects with Provincial funding<sup>13</sup></li> </ul>	131 tonnes after full year of operation <sup>14</sup>	In progress	<ul style="list-style-type: none"> <li>Two projects to be completed by Q2 2023, which will contribute to annual GHG reductions and cost savings: <ul style="list-style-type: none"> <li>Q1 2023: Central heating management system installation 99% complete, commissioning of system is underway at Richmond Hill Hub. Estimated GHG reduction: 200 tonnes annually</li> <li>Q2 2023: LED lighting retrofits at Mackenzie Green in the City of Richmond Hill and Blue Willow Terrace in the City of Vaughan are underway. Mock-up installations completed and materials have begun to be delivered to site. Estimated GHG reduction: six tonnes annually</li> </ul> </li> <li>Measurement and verification of energy savings and GHG reductions will require a full year of operations to analyze</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>Q2 2023</li> </ul>
	B. Annual cost savings in communities with retrofits completed	<ul style="list-style-type: none"> <li>Complete two years of EUMP projects with Provincial funding<sup>13</sup></li> </ul>	\$135,600 after full year of operation <sup>14</sup>	In progress	

<sup>13</sup> 2020 work was deferred due to COVID-19.

<sup>14</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 2023	Action deferred/delayed or N/A for 2022
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Four-Year Actions	Key Performance Indicators	2022 Actions	2022 Target	Status	Details
					Why not met in 2022: <ul style="list-style-type: none"> <li>Challenges with securing necessary materials</li> </ul> Mitigating actions: <ul style="list-style-type: none"> <li>Worked with consultants to secure alternate equivalent products to improve lead times</li> </ul> Consequences: <ul style="list-style-type: none"> <li>Energy savings and GHG reductions will begin in early 2023 instead of late 2022</li> </ul>
	C. Resident satisfaction with process and impact	<ul style="list-style-type: none"> <li>Conduct 2022 resident survey</li> </ul>	All buildings impacted surveyed with satisfaction rate of a minimum of 70%	In progress	<ul style="list-style-type: none"> <li>Survey to evaluate resident satisfaction with construction portion of energy projects to be issued in 2023 once construction complete</li> <li>Survey to evaluate resident satisfaction with the operational portion of energy projects requires the systems to be online and fully commissioned</li> </ul> Revised timeline: <ul style="list-style-type: none"> <li>Q2 2023</li> </ul> Why not met in 2022: <ul style="list-style-type: none"> <li>Survey dependent on construction completion, which was delayed due to challenges securing necessary materials</li> </ul> Mitigating actions: <ul style="list-style-type: none"> <li>None</li> </ul> Consequences: <ul style="list-style-type: none"> <li>Survey results will be known in early 2023 instead of late 2022</li> </ul>
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"> <li>Develop/implement strategy for new developments to meet proforma</li> </ul>	70/30	Target met	<ul style="list-style-type: none"> <li>Tool developed for Unionville Commons to support 70/30 split during rent-up process</li> </ul>
	B. Percentage above CMHC's average market rent (AMR)	<ul style="list-style-type: none"> <li>Establish competitive rates for market units</li> </ul>	Market rates established	Target met	<ul style="list-style-type: none"> <li>Rent survey complete for Unionville Commons</li> </ul>

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