



Housing York Inc.'s
Lakeside Residences,
Town of Georgina

2021 HOUSING YORK INC. ANNUAL REPORT

HOUSING YORK INC.
1-877-464-9675
TTY 1-866-512-6228
york.ca



York Region

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CORPORATE GOVERNANCE

Housing York Inc. at a Glance

Housing York Inc. (HYI) is the Regional Municipality of York's housing corporation, incorporated under the *Ontario Business Corporations Act, 1990*. HYI was formed in 2003 through amalgamation of the York Regional Housing Corporation and the Region of York Housing Corporation.

In [2017](#), the HYI Board of Directors endorsed vision and mission statements to guide strategic plans and to inform day-to-day operational decisions.



Housing York Inc. by the Numbers

HYI operates 36 rental housing properties comprised of seven family townhouse properties and 29 apartment buildings, 23 of which are dedicated to seniors. HYI properties are located across all nine local cities, townships and towns in York Region. HYI also owns five Regional emergency and transitional housing facilities, providing property management and capital repair services to support Regionally funded homelessness programs.

HYI's buildings range in age from the Thornhill Green townhouse community built in the City of Markham in 1966, to the Woodbridge Lane apartment building in the City of Vaughan that opened in 2019. HYI's assets have a current replacement value of approximately \$1 billion and a facility condition index (FCI) of 3.75%. As a measure of the overall condition of assets, an FCI of 5% or less means that buildings are considered to be in good condition. The average age of HYI's buildings is 31 years - which is approximately 43% of expected useful life. Every year, HYI sets aside funds to ensure all buildings can be appropriately maintained over the long-term. At the end of 2021, the capital replacement reserve balance was \$19.1 million, excluding reserves for emergency housing.

With a current total of 2,762 units, HYI is home to over 4,500 York Region residents. HYI welcomed 164 new resident households in 2021, 135 of whom were selected from the Region's subsidized housing waiting list and the remainder were market rent tenants.

HYI's diverse population includes a wide range of distinct ethnic groups and languages. Based on the results of HYI's 2019 resident survey, 28% of respondents prefer to speak a language other than English. The top three non-official languages spoken by HYI residents are Russian, Farsi-Persian and Cantonese.

Board of Directors 2018 to 2022

HYI is governed by a Board of Directors appointed by the Region. The Board provides strategic direction and oversight of the company, approves budgets and business plans and makes important policy decisions. Employee resources for HYI are provided through a management services agreement with York Region.



BUILDING BETTER TOGETHER: HYI'S 2021 TO 2024 STRATEGIC PLAN PROGRESS

In November 2020, the Board approved [*Housing York Inc.'s 2021 to 2024 Strategic Plan, Building Better Together*](#). The plan's three strategic priorities are highlighted below.

2021 TO 2024 HYI STRATEGIC PRIORITIES



To support success in delivering the specific goals for each strategic priority over the four-year period, annual business plans establish annual targets and specific actions to help stay on course.

2021 Business Plan Results

The 2021 HYI Business Plan operationalizes the first year of the strategic plan. The 2021 commitments have been largely accomplished.



Of the 53 actions identified in the 2021 HYI Business Plan, 85% were completed, despite COVID-related operational challenges. Three (6%) of the actions were intentionally deferred, primarily as a result of the pandemic, and five (9%) of the actions were in progress at fiscal year end and will be completed in 2022. Delays were primarily due to COVID-related operational pressures, such as industry wide shortages of construction supplies and competing priorities. Appendix A includes the detailed 2021 year end performance results against the 2021 HYI Business Plan.

HOUSING YORK INC. COVID-19 RESPONSE

- At the onset of COVID-19, HYI implemented several operational changes to protect residents, employees and contractors while continuing to provide essential services to residents. In 2021, HYI continued to monitor changing Provincial and public health measures through the various waves of the pandemic, regularly adapting to best deliver resident services. Enhanced cleaning continued throughout the buildings. HYI offices and resident common rooms remained closed to support physical distancing.
- Preventative maintenance and regular repairs slowly resumed throughout the year, with safety measures in place. Prior to entering a unit to complete work, residents were screened and asked to remain distant from employees and contractors. Employees were equipped with personal protective equipment and contractors continued to complete COVID-19 screening before attending HYI properties. Personal protective equipment protocols and training were routinely updated in consultation with the Region's employee health experts.
- Recognizing the need for greater communication during the pandemic, the HYI team delivered ongoing COVID-19 information to residents. Paper notices were distributed door-to-door to share Public Health messaging about vaccine programs, masking best practices and social distancing.
- During the 2021 election period, HYI supported residents who were not comfortable going to polling stations due to COVID-19. HYI shared information on voting options and partnered with Elections Canada to hold advanced mobile and election day polling stations in 12 seniors' buildings.
- HYI worked with Regional partners to safely provide in-person programs that supported resident health. In early 2021, mobile COVID-19 vaccine clinics were held in 11 seniors' housing communities, with over 200 HYI residents receiving their first dose of the vaccine. Second dose mobile vaccination clinics were held in mid-year at the same properties. Residents also benefitted from a number of other Regional programs, including Community Paramedicine clinics, virtual wellness checks, food share programs and fire safety campaigns.



HOUSING YORK INC. TENANCY MANAGEMENT

Pandemic Effects on Tenancy Management



- Twice in 2021 the Province of Ontario temporarily halted enforcement of evictions. Virtual hearings of Landlord and Tenant Board matters continued throughout the year but with ongoing delays.
- In 2020, the Province of Ontario passed legislation freezing 2021 rents at 2020 levels, applying to both market rent and subsidized households. The Province of Ontario directed community housing providers to continue reviewing household eligibility for rent-geared-to-income throughout 2021, with any resulting notices of rent increase deferred to 2022. HYI continued updating subsidized rents as required and issued market rent increase notices with 2022 effective dates. Just under 40% of HYI households had a rent increase take effect on January 1, 2022.

In 2021, HYI continued to work with residents impacted financially by COVID-19, connecting them to income programs and support services. HYI continued to issue N4 Notices to End a Tenancy Early for Non-Payment of Rent (N4 Notices) to ensure residents did not fall too far behind and being unable to catch up. While residents were still required to pay rent on time, residents who fell behind on payments were provided with manageable payment plans to preserve their tenancies.

HYI issued over 350 N4 Notices to 200 households, with multiple notices going to a number of households in 2021. Most residents with arrears continue to make rental payments and progress towards reducing their arrears. HYI continues to pursue action through the Landlord and Tenant Board if the resident is not making reasonable efforts to address their arrears.

2020 172 households owed rent arrears \$224,526 rent owed	2021 173 households owed rent arrears \$187,212 rent owed
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At the end of 2021, 173 current households owed a total of just over \$187,000 in rental arrears. As of December 31, 2021, more than 93% of resident rental accounts were in good standing. Consistent with 2020, the year end rent arrears account for less than 1% of the total 2021 resident rents.

Supporting Residents Through New Provincial Rent-Geared-to-Income Rules

New Provincial rent-geared-to-income (RGI) rules took effect July 2021. The previous RGI rules were administratively onerous and often challenging for residents to navigate. RGI is now calculated once per year for the majority of households based on the most recent income tax information filed with the Canada Revenue Agency. In many respects the new rules align with the York Region Rent Assistance program established in 2010 to increase affordability in new community housing projects. The consistency of rent subsidy program rules simplifies resident communications and facilitates transfers between HYI properties when required to accommodate resident needs.

2021 MAJOR CAPITAL REPAIR AND REPLACEMENT PROJECTS

HYI's commitment to a comprehensive capital repair program ensures the housing portfolio is maintained in a good state of repair. To maximize the value and lifespan of all buildings in the portfolio, HYI regularly completes building condition assessments and energy audits for all properties. In 2021, HYI invested \$3.7 million over 68 active capital projects to increase the safety, accessibility, and lifespan of its buildings. Generally, the portfolio is in good condition which is attributable to solid investment in capital repairs and rehabilitation.

Capital Repair and Replacement Projects Over \$250,000 Active in 2021

PROPERTY	WORK
Armitage Gardens, Town of Newmarket	Foundation waterproofing for leak remediation Roof replacement including clay tile shingled sections
Bayfield Manor, Town of Newmarket	Sanitary septic system upgrade Full site landscape improvements, including perimeter fencing
Founders Place, Town of Newmarket	Generator replacement with new natural gas unit
Mulock Village, Town of Newmarket	Concrete entrance steps, porches and railings replacement for 43 units including railing replacement at the community centre and barrier-free units
Northview Court, Town of Georgina	Roof replacement
Maplewood Place, City of Richmond Hill	Balcony slab and railing replacement, and surface repairs
Sutton Youth Shelter, Town of Georgina	Interior renovations including new laundry room and washroom facilities, renovations to the existing suite, kitchen renovations and renovations to the gym area

COMMUNITY DEVELOPMENT UPDATES

Unionville Commons, City of Markham

During 2021, construction continued on the Unionville Commons seniors community housing development site, located on the north side of Highway 7, west of Kennedy Road in the City of Markham. Once completed, the energy efficient building will have 265 apartments for seniors, and a seniors' hub offering seniors-focused services to the community. Quarterly meetings with the Community Liaison Committee continued and were held virtually. Construction notices were mailed regularly to neighbours affected by increased traffic and noise. Construction of the building was up to the 9th floor by December 2021.



For more information, visit york.ca/UnionvilleHYI

Market and Community Rental Apartments, Town of Whitchurch-Stouffville

The planning, design, and pre-construction components of this new six-storey, 97-unit building progressed significantly in 2021. Notably, in early 2021, the architectural team was selected through a competitive procurement process, and over the course of the year, has finalized the design and building drawings. In addition, multiple Community Liaison Committee and Public Information Centre meetings were held virtually throughout 2021 to gather feedback from local stakeholders and the general public to help refine the building's design and site features.

The existing commercial building located on the property was fully demolished in late February 2021, which allowed the site to be fenced-off and prepared for anticipated development. Procurement for the construction component of this project was initiated in late 2021, with the successful proponent being awarded the contract in 2022. Construction is scheduled to commence in the spring of 2022, with an anticipated substantial completion date of December 2023.

For more information, please visit york.ca/StouffvilleHYI



Community Housing at 62 Bayview Parkway, Town of Newmarket

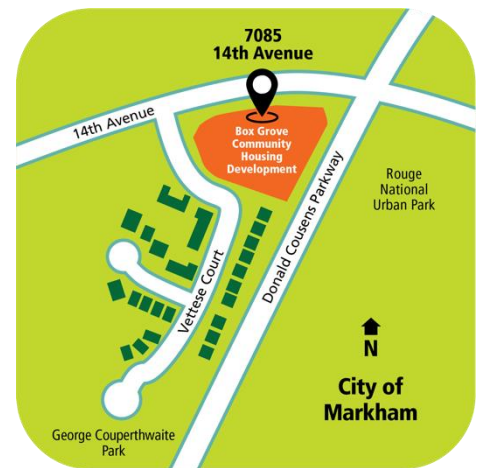
In June 2021, Regional Council approved the direction to allocate the lands at 62 Bayview Parkway for a future community housing development. A communications and engagement strategy was developed over the summer of 2021. This included a mailout to neighbours and promotional signage erected on the site. The signage was used to advertise the first Public Information Center which was held in September 2021. Some preliminary development work was undertaken in 2021 including a cultural heritage assessment and a feasibility study. The feasibility study included preliminary site concepts which will be used in an upcoming pre-consultation with the Town of Newmarket.

Recruitment for the Community Liaison Committee began in November 2021 leading to the finalization of the committee members in early 2022. The contract to demolish the structures on the site was awarded in May 2021 and work commenced in August of 2021. Design development is planned to commence toward the end of 2022.

For more information, please visit york.ca/62Bayview

Box Grove Community Housing Development, City of Markham

In late 2020, the site at 7085 14th Avenue in the City of Markham was identified as a candidate for York Region's application to the Canada Mortgage and Housing Corporation's (CMHC's) Rapid Housing Initiative program, which awarded \$1 billion towards new affordable housing developments across Canada. The program was extremely competitive and required construction projects to be completed within 12 months of formal approval. Although this project was not selected for funding, this site and project showed excellent potential for future HYI development. Throughout 2021, planning and land use due diligence work was undertaken to support preliminary design of a new community housing project, including a two-phased development approach. Discussions were held with the City of Markham in June 2021 to discuss opportunities for the site and the required planning approvals. A comprehensive consulting team was retained to prepare the planning applications, which were submitted to the City in January 2022.



The current two-phase proposal includes two buildings and an enhanced pedestrian connection to 14th Avenue.

For more information, please visit york.ca/BoxGroveHYI

SOCIAL SERVICES DEVELOPMENTS

Housing Services and Homelessness Community Programs have collaborated on a number of important opportunities in 2021. With three projects in various stages of planning, design and construction, work has been undertaken to support nearly 60 new units that will become available within the next several years.

Passage House, Transitional Housing, Town of East Gwillimbury

In June 2021, Site Plan approval was granted to support the development of 18 additional transitional housing units on the campus at 18838 Highway 11. A Public Information Centre was held in the spring to share the plans for the property and help inform the development application. In the summer, a Community Liaison Committee was established and met at virtual bi-monthly meetings to receive project updates. This new building has been named Passage House and will help create additional capacity for transitional housing for individuals and couples experiencing or at risk of homelessness. The new building is located on the same site as two existing emergency housing facilities: Porter Place for men and Leeder Place for families.



Site construction commenced the summer of 2021, in a manner to minimize disturbances and maintain safety for the clients and team who continue to actively use the other facilities on the site. This is the first time the Region has used modular, or prefabricated, construction for a housing development. Prefabricated construction uses components made off-site in a factory, which are then transported and assembled on-site to create a structure.

For more information, visit york.ca/RapidHousing

The Bridge, Transitional Housing, Town of Georgina

Throughout 2021, Sutton Youth Services has undergone a significant transformation from initial design to construction starting on eight new transitional housing units. Once completed, the new units will provide a mix of one- and two-bedroom units, including barrier-free units, for youth aged 16 to 26 experiencing or at risk of homelessness. The development also includes new outdoor amenity spaces for Sutton Youth clients.



In March 2021, York Region applied for planning approvals to support the project. By September, all planning approvals were in place and construction was underway. Throughout the year, multiple engagement events were held with the community, including a Public Information Centre in March

2021, outreach events with Sutton Youth clients and employees, and the establishment of a Community Liaison Committee to advise during the planning and construction phases the project. York Region is currently collaborating with the neighbouring elementary school on a welcoming initiative for new residents. For more information, please visit york.ca/RapidHousing

Men's Emergency and Transitional Housing Development, Town of Aurora

In early 2021, various steps to complete required land use due diligence reporting, planning application requirements, and initiation of public engagement and consultation activities were undertaken for the Men's Emergency & Transitional Housing Development project, to be located at 14452 Yonge Street in the Town of Aurora. Multiple Public Information Centre meetings were held to receive feedback from nearby residents, business owners and interested members of the public. These Public Information Centre meetings also allowed the project team to showcase the preliminary site design, and proposed building features and project schedule.

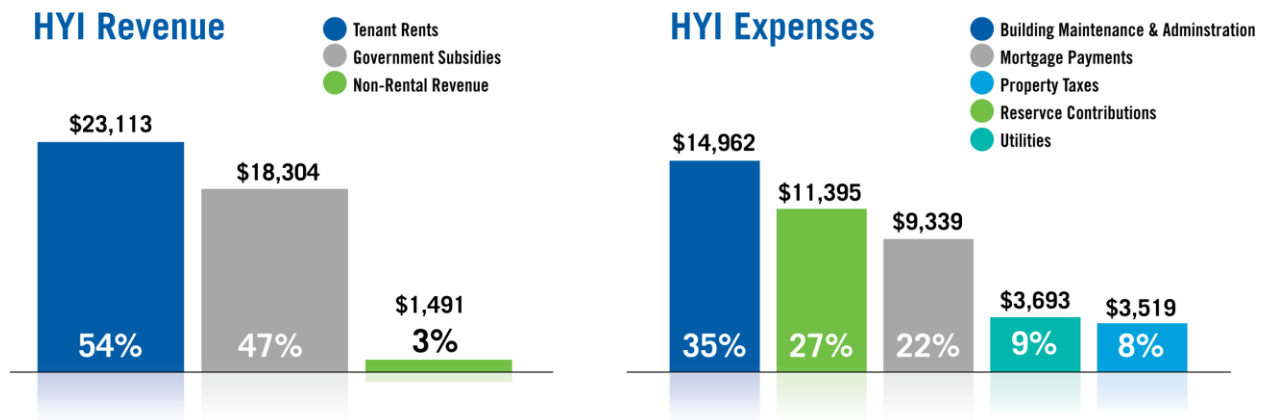


By late 2021, the project was in the pre-design phase, which involved the project team coordinating site layout and suite orientations within the proposed building design. The plan is currently for a 5-storey building with a finished basement, which will contain spaces for emergency and transitional housing units, and various amenity and programming opportunities. The planning approval process with the Town of Aurora will be undertaken in 2022, and construction is scheduled to commence in the summer of 2023 with an anticipated substantial completion date of December 2024.

For more information, please visit york.ca/MensHousing

2021 FINANCIAL HIGHLIGHTS

HYI continued to be in a strong financial position in 2021, a year during which HYI residents, communities and colleagues experienced the unprecedented impacts of the COVID-19 pandemic. HYI's financial resilience has been demonstrated through the delivery of strong operational results. Attachment 2 includes HYI's 2021 Financial Statements with Notes.



Ending Reserve Balances for 2021 and 2020

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 Operating Surplus Policy establishes a priority framework for allocation of any operating surpluses. Operating surpluses are transferred to HYI's reserves in the following order:

1. 50% of funds will first be placed in the Capital Repair and Replacement Reserve which has no limit
2. Funds will then be placed in the Working Capital Reserve until it reaches the limit of \$3.5 million which represents approximately one month of operational expenditure activity
3. Funds will then be placed in the Insurance Reserve until it reaches the limit of \$180,000
4. Funds will then be placed in the Operations Reserve until it reaches the limit of \$500,000
5. Any remaining funds will be transferred to the Strategic Initiatives Reserve until it reaches the limit of \$5 million

HYI ended 2021 with an operating surplus of \$1.9 million. In accordance with the Board-approved Operating Surplus Policy, HYI allocated \$1.9 million from the operating surplus to reserves. The following table shows HYI's reserve balances at the end of 2020 and 2021. Healthy reserve balances ensure HYI is financially sustainable and that HYI's assets are in a good state of repair.

	2021	2020
Total Reserves	\$31,578,965	\$24,383,579
Capital Reserve	\$19,096,444	\$12,941,999
Operations Reserve	\$500,000	\$500,000
Strategic Initiatives Reserve	\$4,730,317	\$3,764,895
Working Capital Reserve	\$3,500,000	\$3,500,000
Insurance Reserve	\$180,000	\$180,000
Emergency Housing Reserve	\$3,572,171	\$3,496,685

2021 Annual Report Online

york.ca/HYI

Accessible formats or communication supports are available upon request.

Phone: 1-877-464-9675 ext. 72735

Email: housingyorkfeedback@york.ca

COMMUNITIES BY MUNICIPALITY



Highrise



Lowrise



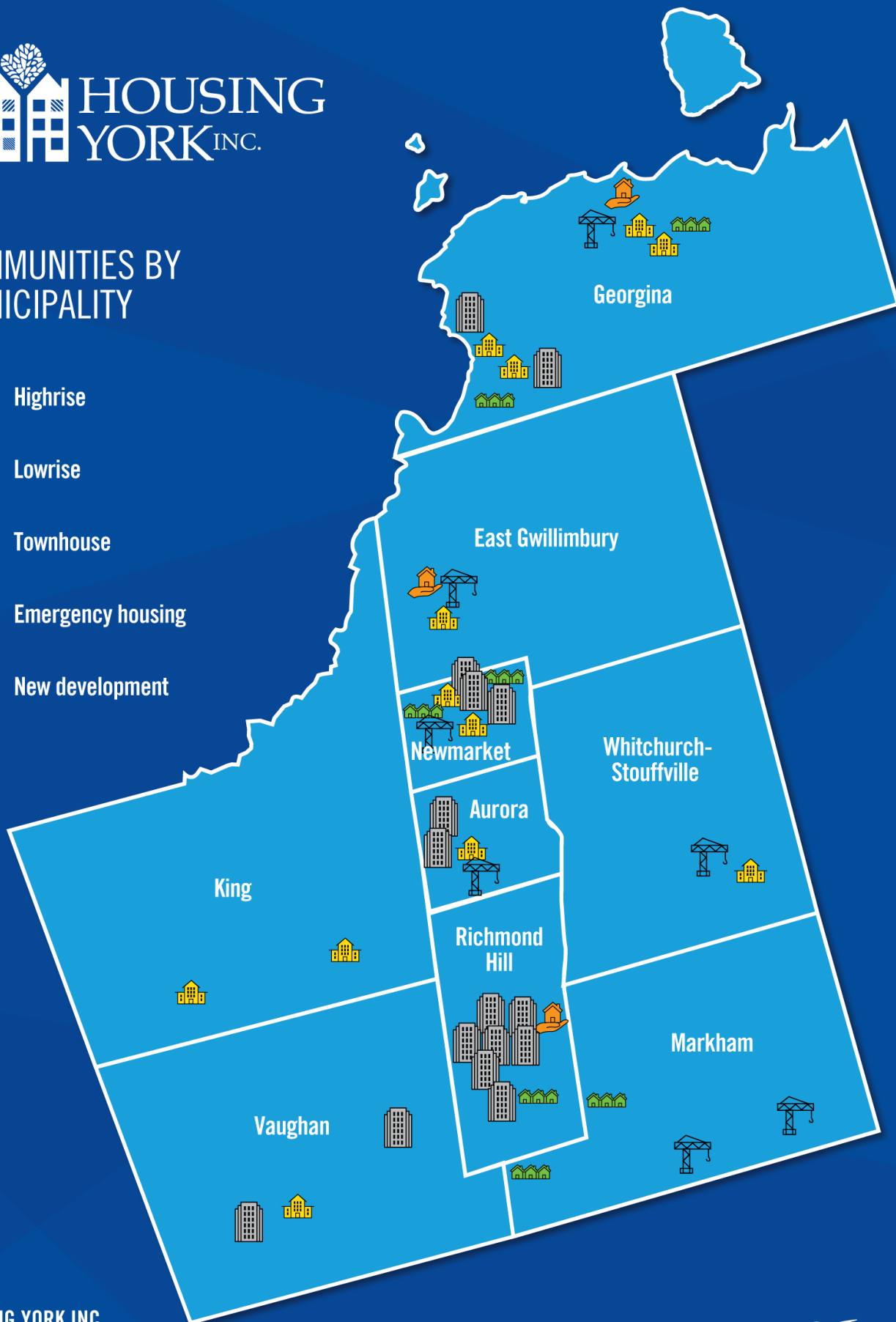
Townhouse



Emergency housing



New development



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
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	Complete development concept and feasibility assessment	One concept	Exceeded target	- Development concepts completed for two Region-owned sites in the City of Markham and Town of Newmarket - 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
	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)	Develop program to fund and complete development concepts	Two concepts	Exceeded target	- Three concepts completed - Meetings have been held with developers to discuss opportunities on sites in the Towns of Aurora, Whitchurch-Stouffville, and the City of Markham - Concepts have been funded by partners and a funding program is not required
		Environmental scan to identify potential partners	Scan completed	Met target	Scan completed and discussions are underway with potential partners
		Begin engaging with potential partners to explore opportunities	Engagement process underway	Met target	- Engagement process is underway as meetings have been held with potential partners, including local municipalities and developers - Followed up with municipalities that have not yet responded to Council's request for the provision of land and exemption of parkland dedication fees - Will be working in partnership with municipalities that have passed resolutions to provide land to identify potential sites

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	2021 Target	Status	Details
	C. Number of established partnerships for co-development on partner sites	Environmental scan to identify potential partners	Scan completed	Met target	- Scan completed and meetings held with potential partners including local municipalities and developers - Consultant retained to explore opportunities with potential partners
		Begin engaging with potential partners to explore opportunities	Engagement process underway	Met target	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
1.2 With Regional support, assess feasibility and initiate innovations to intensify existing HYI sites, such as: - Modular home demonstration project - Low rise development(s) - Public-private partnerships - Scoping of Armitage Gardens redevelopment as part of the Newmarket Health Centre Campus master plan	A. Number of units in planning and development at a stage ready for implementation based on funding	Identify candidate HYI sites	Sites identified and approved by Board	Met target	- HYI sites have been approved by the Board for new transitional housing in the Towns of East Gwillimbury and Georgina - 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 - CMHC did not fund any Regional projects through the Rapid Housing Initiative program
		Affordable Housing Development Master Plan presented to Regional Council to support doubling rate of growth, with funding proposal	Regional Council approval secured	Met target	- In November 2021, Council approved establishment of a Community Housing Development Master Plan - In December 2021, the HYI Board supported development of the plan - The plan will be presented to Council and the Board in Q2 2022 - Advocacy continues for end of mortgage savings as a potential source of funding for these projects

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	2021 Target	Status	Details
	B. Number of modular homes project in operation	Delivery of modular home units on an HYI site (pending Province of Ontario funding)	One project with four units	In progress	Work to continue in 2022: - Construction underway for eight units on the Sutton Youth site in the Town of Georgina - Low bid contractor provided units through conventional construction with similar timelines to modular Revised timeline: - Substantial completion delayed to March 31, 2022 Why not met in 2021: - A variety of factors including unanticipated site works, increased construction demand and industry-wide shortages of construction supplies and contractor availability Mitigating Actions: - Working with vendors to monitor construction schedule Consequences: - Services provided from the building will be delayed; Social Services continues to provide services to support households at-risk or experiencing homelessness
		Identify candidate HYI site(s) for next modular home project	HYI site(s) selected	Met target	- Site was approved by the Board in Q1 - 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 - Construction is underway, with substantial completion targeted for Q1 2022
	C. Number of low-rise infill development units under construction on an HYI site	Identify candidate HYI site(s)	One HYI site selected	Exceeded target	- Two Region-owned sites selected - Development concepts underway and planning applications in progress

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	2021 Target	Status	Details
					CMHC did not fund any Regional projects through the Rapid Housing Initiative
	D. Number of public-private partnerships established for redevelopment of an HYI site	Identify candidate HYI site(s)	One HYI site selected	Exceeded target	- 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 - Funding included in the Region's capital plan, contingent on both the Government of Canada's and Province of Ontario's contribution
		Research potential public-private models	Public-private partnership models analyzed	Met target	Consultant provided assessment of public-private models for consideration including case studies and models for joint-venture partnership and selling land with affordability requirement
	E. Increase in the number of units in the master plan over that at Armitage Gardens at present	Secure approval for Armitage Gardens redevelopment as part of Regional budget with increased number of units	Approval for at least 116 units	Met target	- 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 - Community engagement and master planning will commence in 2023
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	N/A for 2021	N/A	N/A	
1.3 Partner with the Region to develop resources and offer support to non-profit organizations interested in developing affordable housing	A. Number of feasibility analyses of development potential completed for non-profit development or re-development sites	Establish program to fund and complete development concepts	Program established	In progress	Work to continue in 2022: 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

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	2021 Target	Status	Details
					- End of mortgage funding provides a potential opportunity to support non-profit development projects Revised timeline: - Program anticipated to be established in Q4 2022 Why not met in 2021: - Competing workload pressures for initiatives that are time-sensitive for third-party funding Mitigating actions: - Consultant retained to assist Consequences: - No operational impacts are expected
		Engage with potential partners to explore opportunities	One partner	Exceeded target	Engaged with several non-profit providers that are considering redevelopment
	B. Number of non-profit units supported with development of conceptual plans and/or connection to funding streams, land lease opportunities or other resources	N/A for 2021	N/A	N/A	
Goal 2: Investment from other levels of government					
2.1 Advocate to senior levels of government to fund new HYI housing developments	A. Maintain existing Government of Canada and Province of Ontario capital development funding	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	Two engagements	Exceeded target	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

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	2021 Target	Status	Details
					- Meeting held with Federation of Canadian Municipalities representatives to secure advocacy support - Meeting held with York Region Members of Parliament to advocate for capital funding to support new development
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	Negotiate municipal fee concessions for the Whitchurch-Stouffville affordable housing development and the first modular home project	100%	Met target	- Concessions achieved for all projects: - Council of the Town of Whitchurch-Stouffville approved a reduction of parkland fees - The Towns of Georgina and East Gwillimbury provided parkland fee exemptions
	B. Number of municipal sites identified as suitable for affordable housing development	Establish outreach process to identify municipal sites suitable for affordable housing development	Process established	Met target	- Reported to Council on responses from municipalities providing parkland relief - Continued to follow up with the Town of Aurora and the City of Richmond Hill as no response received - In 2022 will be working with municipalities that have passed resolutions to dedicate land to identify potential sites
Goal 3: HYI residents impacted by redevelopment are supported					
3.1 Develop and implement an HYI resident consultation and engagement process to inform planning for community redevelopment	A. Percent of residents in HYI communities being redeveloped who feel through an impacted resident survey that HYI was responsive to their needs	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)	Consultation process implemented	Met target	- Consultation process implemented that included information sessions for HYI residents for three potential Rapid Housing Initiative projects - Informed residents that funding application was not approved, and the projects are not proceeding at this time

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 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
Goal 1: Communities are inclusive					
1.1 Implement resident inclusion plan with consideration to: • Accessibility of buildings • Inclusive communications • Business processes and practices that respect diversity • Partnerships to provide programs and services that are important to HYI communities	A. Number of properties where accessibility inspections are completed and enhancement plans implemented ¹	• Establish assessment criteria and complete assessments	Assessments completed for all properties	In progress	Work to continue in 2022 • 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 • Secured consultant to finalize assessment criteria Revised timeline: • Assessments anticipated to be completed in 2022 Why not met in 2021: • Competing workload pressures for initiatives that are time-sensitive for third-party funding Mitigating Actions: • Recruitment underway to support projects Consequences: • No operational impacts are expected
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	• Develop a comprehensive consent to electronic communications, including Landlord and Tenant Board notices	Consent form developed	Met target	• Developed consent form that adapts new Landlord and Tenant Board “Consent to Service by Email” form to address all electronic consent requirements

¹ Subject to scope/funding availability

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
		Identify a technology solution to manage consents	Technology solution identified	Met target	Yardi identified as solution to manage consents
	C. Residents who report that HYI treats them respectfully	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established
	D. Participation rate for programs offered defined as the number of attendees/program capacity	Establish and implement data collection process for community engagement programs	100% of programs to use tools Baseline established Year four target set	Met target	- Data collection tools and evaluation process developed for community engagement programs - Percentage of full-time programs using tools: 100% (food security and senior's wellness programs) - Refined tools will be used across short-term/intermittent needs based HYI programs by year four - Program participation rate baseline: 78%² - Program participation rate year four target: 88%
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	Team members trained in anti-racism	100%	Met target	- 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) - One additional focus group held to provide feedback on tools for ensuring a safe and inclusive work environment - Worked with consultant to further refine tools for the team, which has received favourable response and will be piloted in Q1 2022

² Baseline established using 2019 data as COVID-19 pandemic has influenced program participation

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
	B. Percent of communities engaged in diversity and inclusion activities	Partner with subject matter experts to deliver range of diversity and inclusion initiatives based on community needs³	20% of identified communities participate in diversity and inclusion activities	Exceeded target	- Five communities have been identified to participate in diversity and inclusion activities, four of which (80%) have participated in activities - 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
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 ⁴	Offer payment plan options and supports to households in arrears	All impacted households offered options and supports	Met target	Payment plan options and supports offered to all households impacted in 2021
		Initiate Landlord and Tenant Board proceedings for households who do not make reasonable efforts to pay rent	97% of tenancies preserved	Exceeded target	- Number of households issued N4s for rent arrears in 2021: 200 - Three evictions enforced for rent arrears in 2021 - Percent of tenancies preserved: 98.5%
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	Work with large community housing providers to establish KPI benchmark	Benchmark established	Met target	- KPI benchmark established: Average for participating sector organizations is below 90% - HYI 2021 result: 93.6% of households in good standing
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	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established

³ Targeted to communities that require additional supports

⁴ Primary reason for eviction is arrears

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
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour related issues	Establish business process to identify and track tenancy management activities for tenancies at risk due to behaviour related issues to set baseline, and ensure tenants are well supported	Baseline established and year four target set	Met target	- Business processes implemented and baseline of 90% established - Year four target: maintain 90%
	C. Percent of residents satisfied with referral services ⁵	Develop and implement resident satisfaction framework	Implement according to plan	In progress	- Consultant engaged and survey methodology established to support resident satisfaction framework Revised timeline: - Implementation to occur in 2022 Why not met in 2021: - Delays securing consultant to establish survey methodology - Data to support implementation is dependent on survey methodology Mitigating Actions: - Continuing to work with residents to ensure they are connected to the right supports for their needs Consequences: - No operational impacts are expected

⁵ From those residents who agree to a referral

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 3: Financial Sustainability

Four-Year Actions	Key Performance Indicators	2021 Actions	Target	Status	Details
Goal 1: Improved life cycle value for HYI buildings					
1.1. Develop and implement an enhanced process to ensure capital and operational decisions are based on key criteria such as impacts to residents, operational needs, funding opportunities and life-cycle value	A. Percent of components that meet or exceed component life expectancy	Complete lifecycle analysis for replacement of building components	Components over \$50K and new developments with targeted 90%	Met target	96% of components over \$50K meet or exceed component life expectancy 0.5% of components over \$50K failed before 50% of the component life expectancy
	B. Reduction in life-cycle total cost (capital, operating and maintenance) per component	Implement preventative maintenance module and test components	Preventative maintenance module implemented and tested with selected components	In progress	Action to continue in 2022 - Preventative maintenance plans for the selected components complete and all related assets tagged to support implementation in Yardi Revised timeline: - Implementation anticipated 2022 Why not met in 2021: - Yardi is launching a new module impacting the current product and transitional issues must be resolved before implementation can continue Mitigating actions: 2022 budget includes purchase of new module - Consultant engaged to support implementation of selected components Consequences - No operational consequences expected
	C. Percent increase in resident satisfied with major repairs; baseline 70%	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established

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
Goal 2: Increased operational efficiencies					
2.1 Evaluate and improve business processes and technology to support operational efficiency and effectiveness, evolving compliance obligations, continuous improvement and outcomes-measurement while remaining resident-centric	A. Percent of residents using PAP/online banking; baseline 90%	Establish business processes to encourage new residents to pay electronically	95% of new residents pay electronically	Exceeded target	- Business processes established 99% of new residents are paying electronically - Existing residents also transitioned to new electronic payment process - Portfolio rate (new and existing tenants) for electronic payment increased to 95% from baseline of 90%
		Develop targeted communication plans for residents who pay by cheque or money order	Communication plans developed	Met target	Communication plans for residents developed
	B. Percent of invoices processed electronically within 28 days	Implement business processes to manage procurement electronically	Business processes implemented	Met target	Business processes implemented
	C. Average time to complete work requested through resident maintenance requests	Update business processes to track completion time for resident requested maintenance repairs	90% of resident requests performed by in-house maintenance team completed within five business days	Met target	- Business processes updated to begin tracking in-house maintenance team completion time of resident requested in-suite maintenance repairs - Yardi configuration was set up in 2021 and not yet refined to isolate resident-requested work orders - For 2021, 100% of all trackable work orders were completed on an average of 5.6 days - For 2022, completion of resident-requested work orders will be tracked separately
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established

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”	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established
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%	Enhance elevator procurement to better address service quality issues	New elevator contract awarded	Met target	- Used new request for proposal process that enables assessment of both qualitative and pricing criteria of proposals to achieve best value for money - 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 - Call for proposals closed on November 26, 2021, and a service provider has been selected. New contract will be effective February 1, 2022
		Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established
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	Complete two years (2020 to 2021) of EUMP projects in 2021⁶	380 tonnes after full year of operation ⁷	Deferred	- Request for proposals closed and moving forward with award of contract - Deferring work to make use of confirmed Government of Canada and Province of Ontario funding - Deferral to 2022 will not cause operational or health and safety risks
	B. Annual cost savings in communities with retrofits completed	Complete two years (2020 to 2021) of EUMP projects in 2021⁶	\$190,500 after full year of operation ⁷	Deferred	

⁶ 2020 work was deferred due to COVID-19.

⁷ 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	Establish survey methodology for post-COVID (2022) resident survey	Survey methodology established	Met target	Consultant engaged and survey methodology established
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	Develop proformas for Unionville and Stouffville projects that support 70/30 split	Proformas complete for Unionville and Stouffville	Met target	Proformas complete for Unionville and Stouffville that support a 70/30 split
	B. Percentage above CMHC's average market rent (AMR) charged for market rental units	Establish competitive rates for market units for Unionville and Stouffville based on AMR	Market rates established based on 125% AMR	Deferred	- 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 - Market rate of 125% AMR is reflected in the building proformas
	C. Maximum debt as a percent of total project cost	Establish limit for the amount of tenant-funded debt	Proforma reflects 15%	Met target	Proformas reflect 15% tenant-funded debt for new buildings
	D. Minimum operating surplus as a percent of total revenue	Establish minimum operating surplus	Proforma reflects 10%	Met target	Unionville proforma complete and reflects 10% minimum operating surplus⁸
	E. Agency/commercial space revenue	Design charrette for agency/commercial space for the Stouffville project	Space design conducive for agency use/need	Met target	Action revised: - As there is Regional interest in the agency/commercial space, a charrette was not required - Agency/commercial space is designed to allow for future fit up

⁸ 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	Analyze per unit costs to identify opportunities for efficiencies	Top opportunities identified	Met target	- Identified and addressed opportunities for operational efficiency in design decisions and applicable contracts - Process to consider lifecycle value on a go forward basis established

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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