



2023

Annual Report




York Region

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.

East Gwillimbury,
North Nokiidaa Trail



Message from the Regional Chair and CEO



“As we embrace the challenges ahead, including the need for continued federal and provincial support, HYI remains dedicated to the vision of ensuring every resident has access to housing. Together, we stand committed to building strong, caring, safe communities.”

In 2023, Housing York Inc. (HYI) marked 20 years as a leader in affordable housing and building inclusive communities. HYI continues to play an important role in providing subsidized and market-rent housing to support York Region's commitment to creating complete communities with a full range of housing options. York Regional Council remains dedicated to enhancing affordable housing options through HYI, working in partnership with community groups and senior levels of government to boost housing supply and helping residents find and keep housing.

This annual report highlights impressive achievements from 2023, including opening HYI's largest property, Unionville Commons in the City of Markham. Investments from senior levels of government, totalling about \$33 million in capital funding, were critical to building Unionville Commons, which expanded HYI's housing portfolio to 37 properties.

HYI's emergency and transitional housing portfolio also grew with The Bridge opening in fall 2023. This new transitional housing, built on the existing Sutton Youth Services site in the Town of Georgina, provides eight independent living units.

As we embrace the challenges ahead, including the need for continued federal and provincial support, HYI remains dedicated to the vision of ensuring every resident has access to housing. Together, we stand committed to building strong, caring, safe communities.

Sincerely,

A handwritten signature in black ink that reads "Wayne Emmerson". The signature is fluid and cursive.

Wayne Emmerson
Chairman and CEO
The Regional Municipality of York

Message from the Chair of the Board



“As HYI marks its 20th year, we remain committed to working alongside residents and partners to provide quality housing for residents of all ages and stages of life.”

As we reflect on the journey of Housing York Inc. (HYI) in 2023, it's inspiring to see how our commitment to innovation and community service has shaped the year.

Over the past year, HYI made substantial progress on strategic priorities outlined in the [Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan](#), completing 74% of the 46 actions identified in the plan.

HYI welcomed 449 new households in 2023, a notable increase from 211 new households housed in 2022. Opening Unionville Commons demonstrated the important role new developments play in addressing the growing need for affordable housing. Additionally, the Region's new innovative online offer process facilitated leasing over 130 subsidized units for the new building in just one day.

HYI's commitment to a comprehensive capital repair and replacement program ensures the portfolio is maintained in good condition. In 2023, HYI invested \$11.3 million in capital repairs and upgrades across 105 projects. HYI also advanced its commitment to the Board-endorsed [Energy and Utilities Management Plan](#) to help improve resident comfort, reduce energy costs and contribute to lowering greenhouse gas emissions.

As HYI marks its 20th year, we remain committed to working alongside residents and partners to provide quality housing for residents of all ages and stages of life.

Sincerely,

A handwritten signature in black ink that reads "JOHN TAYLOR". The signature is written in a cursive, slightly stylized font.

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

Message from the President and General Manager



Katherine Chislett



Karen Antonio-Hadcock

“ Thank you for being an integral part of this journey. Together, we are building communities and a better tomorrow.”

Looking back on the past year, we are reminded of the important role Housing York Inc. (HYI) has played over the last 20 years in providing affordable homes. This period has been marked by important operational strides and deeper community connections.

In 2023, HYI prioritized resident engagement through a variety of initiatives, including a series of resident appreciation events, crime prevention awareness classes in collaboration with York Regional Police, health consultations and vaccinations clinics with York Region Paramedic Services plus fire safety awareness campaigns. These events help foster positive relationships within HYI communities and reduce social isolation by bringing people together.

HYI expanded digital communications and successfully connected with 78% of our residents to deliver timely property updates via email and a short resident survey yielding a 75% overall satisfaction rating. This positive rating reflects our residents continued trust in our services and our ability to deliver. As an example, last year 97% of the more than 4,800 resident-initiated maintenance work orders were addressed within five business days.

Reflecting on these accomplishments, it is clear our collective effort is crucial to our shared success. Our commitment to transforming houses into homes and building communities has never been more resolute.

Thank you for being an integral part of this journey. Together, we are building communities and a better tomorrow.

Sincerely,

Katherine Chislett
President
Housing York Inc.

Karen Antonio-Hadcock
General Manager
Housing York Inc.



Cover Photo:
A superintendent
with a resident

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An Overview of 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

Since its inception in 2003, HYI has been at the forefront of providing housing solutions across York Region. Established through the amalgamation of the York Regional Housing Corporation and the Region of York Housing Corporation, HYI stands as a testament to the Region's commitment to quality housing. Governed by the [Ontario Business Corporations Act, 1990](#), HYI has consistently aligned its strategic and operational goals with its vision and mission statements, first established in [2017](#) and reaffirmed in 2020.

HYI is governed by a Board of Directors appointed by York Regional Council, as shareholder. The Board oversees budget approvals, business plans, and crucial policy decisions, ensuring HYI’s alignment with the Region’s housing goals. The synergy between HYI and York Region is further strengthened through a management services agreement, providing HYI with the necessary employee resources to fulfill its mission.

This annual report reflects our journey, our achievements and our aspirations as we continue to serve the community

Mulock Village, Town of Newmarket

REGIONAL COUNCIL

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

12 Board Members, appointed by Council from Council membership

HOUSING YORK INC. BOARD OF DIRECTORS

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



Karen Antonio-Hadcock
General Manager



Ellen Boudreau
Chief Financial Officer



Chris Raynor
Secretary



Dan Kyuzmuk
Solicitor

REGIONAL STAFF

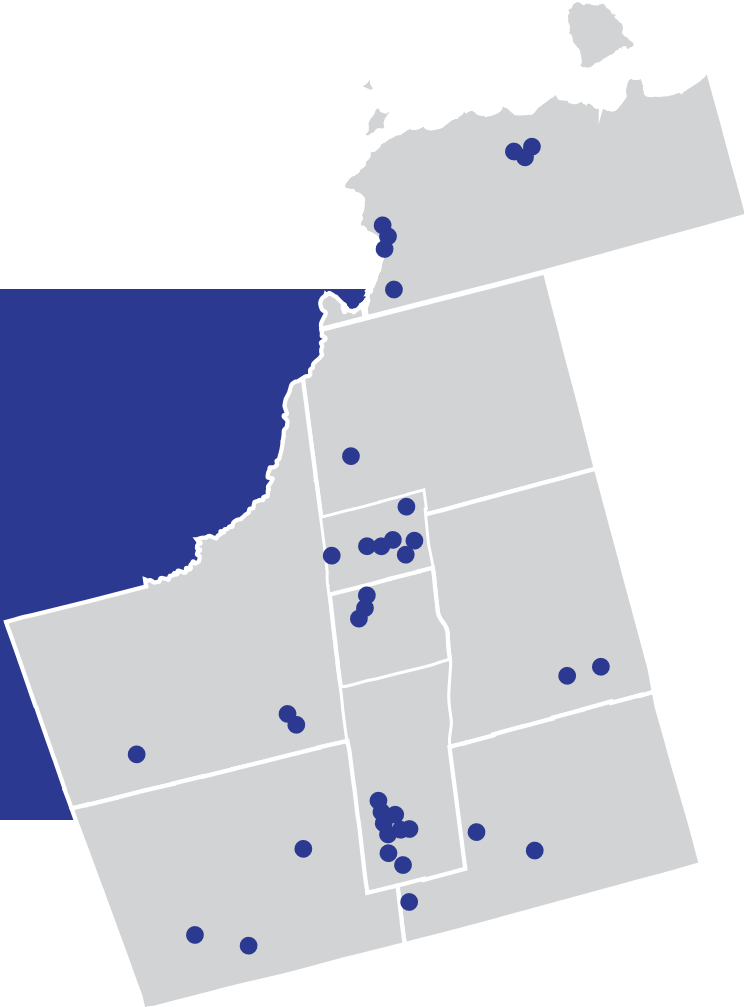
Regional staff and related services provided through a Management Agreement.



HYI Communities and Residents

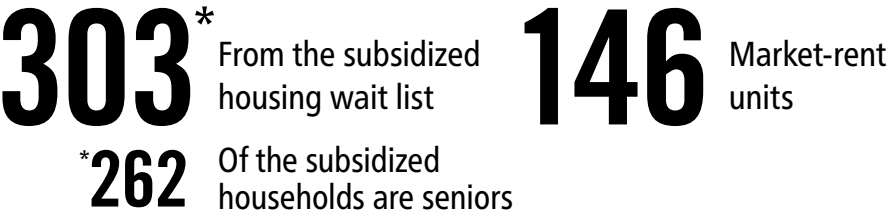
HYI proudly manages a diverse portfolio of townhouses and apartment buildings. These properties are located throughout York Region, across all nine cities, townships and towns, ensuring a broad and inclusive reach.

Emphasizing inclusivity and accessibility, HYI offers a range of housing solutions. The blend of housing options allows HYI to serve a wide array of community members, including seniors, families, individuals with diverse abilities, and multi-lingual residents, all within a supportive and integrated community framework.



As the leading community housing provider in York Region, HYI is home to diverse housing communities.

HYI welcomed 449 new households in 2023 including:



^{*}262 Of the subsidized households are seniors

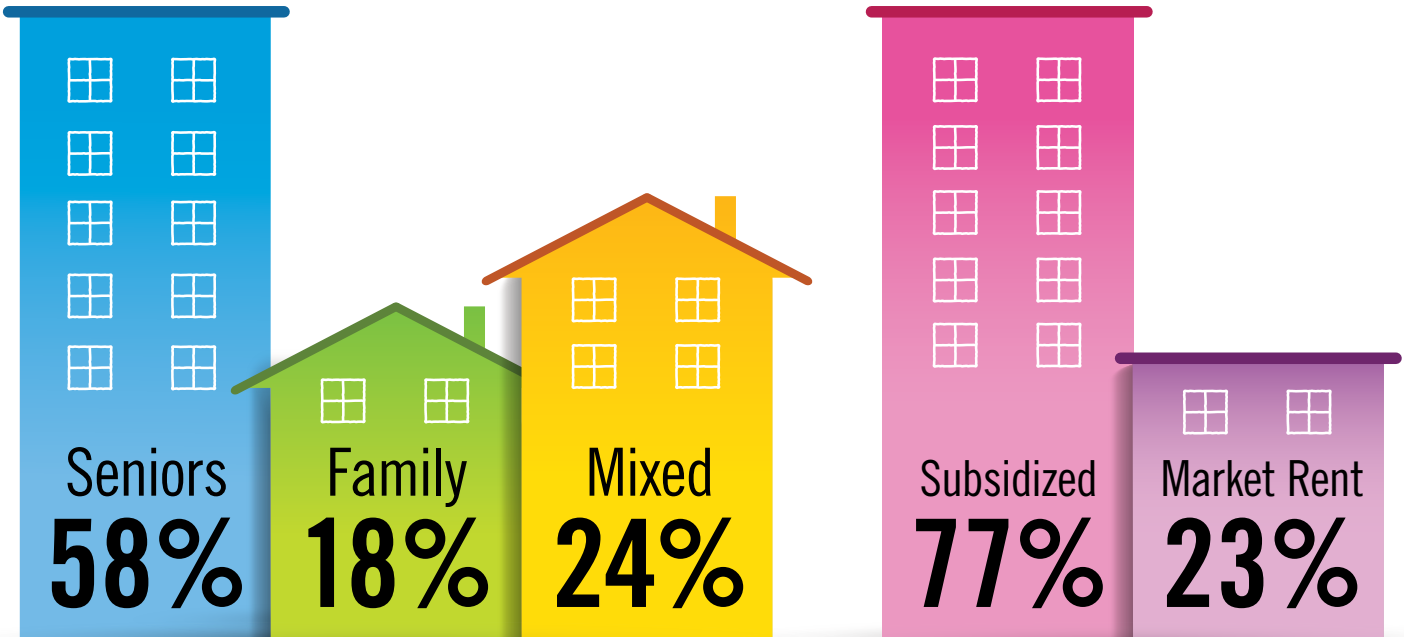


HYI’s Housing Landscape



37
COMMUNITY
HOUSING BUILDINGS

3,027
UNITS



Average Market Rent

\$1,484*

*Market rent residents pay rent at rates comparable to the general rental market, which are not adjusted based on income.

Subsidized rent amount is based on resident income, often a percentage of their income, making it affordable for low-income households. The average annual household income of HYI's subsidized residents is **\$24,068

Average Subsidized Rent

\$565**

4,500+

Residents of diverse gender expressions, abilities, cultures, ethnicities, religions and ages.



Age of Subsidized Residents:



† Data derived from: '2022 Resident Survey,' questions: 'Is there an adult member of your household who can read and speak English?', 'What language(s) can adult members of your household easily read and speak?'



Building Better Together

Housing York Inc.'s 2021–2024 Strategic Plan

In November 2020, the Board approved [*Housing York Inc.'s 2021 to 2024 Strategic Plan, Building Better Together*](#). As we enter the plan's final year, the three core priorities remain as vital as ever: expanded housing portfolio; inclusive communities and successful tenancies; and financial sustainability. These priorities help improve the living standards of our residents and realize HYI's vision of shaping communities everyone is proud to call home. The strategic plan, characterized by its well-defined objectives, actions and key performance indicators, has served as the cornerstone of progress.



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.

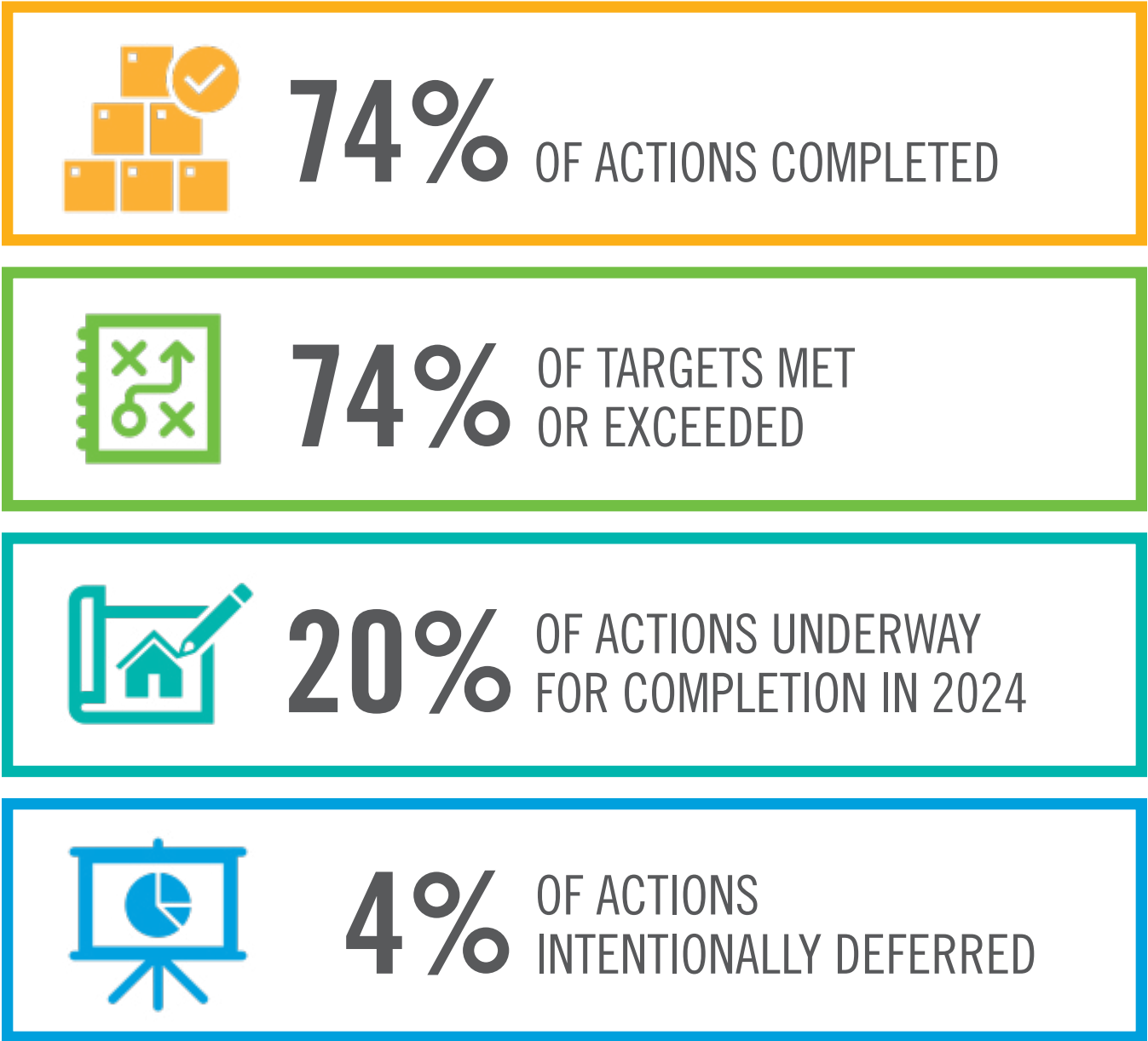


Kingview Court, Township of King

2023 Business Plan Results

In alignment with our commitment to fulfilling the objectives outlined in the four-year strategic plan, HYI sets annual business plans. These plans are instrumental in setting specific targets and actions for the year, facilitating steady advancement towards our strategic goals. The 2023 HYI Business Plan, marking the third year in the 2021-2024 HYI Strategic Plan cycle, was implemented, with 74% of planned actions successfully completed. About 20% of actions are still in progress and 4% deferred with 2% not met. These actions were reflected in the 2024 Business Plan, which the Board received in October 2023.

For a comprehensive analysis of the 2023 year-end performance in relation to the 2023 HYI Business Plan, please consult Appendix A.



The HYI Community



Residents of Heritage Village East in the Town of Newmarket enjoy ice cream at a summer community gathering

Resident Engagement

HYI remains focused on enhancing resident engagement, ensuring clear and consistent communication to keep residents well informed and actively involved in their community. This aligns with HYI's commitment to nurturing inclusive communities and delivering programs important to residents.

- **Resident engagement through surveys:** In 2023, HYI conducted its first short, fully electronic resident survey in collaboration with a survey consultant, achieving a 23% response rate, a sample size capable of accurately representing resident opinions. This survey was integral to measuring strategic plan outcomes with a focus of measuring resident satisfaction. Results showed 75% of residents were satisfied or very satisfied with HYI services. HYI also carried out a focused laundry services survey to guide a new laundry tender as part of our commitment to improving resident experiences.
- **Resident appreciation events:** Over the summer months, resident appreciation events were hosted across HYI communities. These events, featuring ice cream and barbecues, served as a platform to update residents on HYI initiatives.
- **Connecting residents to programs and supports:** HYI residents continue to have access to social worker supports that help individuals or families prevent evictions, navigate complex family dynamics, manage resident conflicts, access mental health resources and offer referrals to community-based programs based on individual needs.
- **Community partnerships:** Throughout 2023, HYI facilitated meaningful connections between residents and impactful community programs. This included hosting an interactive Breaking Bread Cultural Cooking Program for Seniors at Hadley Grange in the Town of Aurora and Fairy Lake Gardens in the Town of Newmarket, aimed at celebrating diversity. Residents participated in discussions with partners from the York Region Alliance of African Canadian Communities, Hong Fook Mental Health Association, York Region Transit and York Region Public Health. Through a partnership with Bereaved Families of Ontario, mental health support was offered in two HYI buildings, Keswick Gardens and Lakeside Residences in the Town of Georgina, with further programming planned for 2024. Additionally, work began to identify supports and programming needed for successful tenancies. Comprehensive planning for an approach to community partnerships was completed in 2023. This work, which aims to promote stable tenancies and foster resilient, secure communities, underwent extensive engagement with residents, partner agencies and staff in 2023. The insights gained will inform the new HYI strategic plan in 2024.

75% HYI's 2023 Overall Resident Satisfaction Score

- **Community health and safety:** In 2023, HYI continued partnerships with emergency services, promoting crime prevention with York Regional Police, supporting health consultations and vaccination clinics through York Region Paramedic Services' Community Paramedicine program, and enhancing fire safety awareness with initiatives such as drills and safety campaigns.
- **Resident and partner communications:** HYI enhanced resident engagement with more frequent emails, providing timely updates on housing maintenance, wellness and resources. This included information through the HYI newsletter and targeted content from collaborations with York Region partners.

These initiatives reflect HYI's commitment to enhancing lives of its residents and the quality of the communities it serves.



Residents and York Region staff enjoy ice cream at Hadley Grange in the Town of Aurora



Unionville Commons, City of Markham

Unionville Commons: A Milestone in Senior Housing

In March 2023, HYI opened Unionville Commons, a 265-unit seniors housing building in the City of Markham. Unionville Commons was built on land purchased from Unionville Homes Society. Opening the new HYI building was marked by a significant operational milestone: relocation of 41 Unionville Home Society residents to Unionville Commons, accomplished seamlessly within the first two weeks of March 2023.

Achievements:

- Unionville Commons generated approximately \$1.7 million in revenue by end of 2023, surpassing initial income projections while achieving a 77% subsidized and 23% market mix of rents.
- By October 15, 2023, the project achieved a 100% leasing rate, significantly ahead of the January 2024 target, leveraging the Region's online housing offer process which connects applicants with units faster.
- First HYI building where residents moved in while parts continued to be under construction. Collaboration with the contractor ensured smooth move-ins and efficient warranty repairs.



Unionville Commons resident event planning committee and the building Property Manager come together at a community event.

Residents enjoy ice cream at a summer resident event at Heritage East in the Town of Newmarket



After the 2023 implementation of the new housing offer process, subsidized offer refusals dropped from over 70% to 33%



Residents enjoy ice cream at a summer resident event at Heritage East in the Town of Newmarket

Housing HYI Residents More Effectively – Online Housing Offer Process Implementation

In October 2022, York Region launched a new online housing offer process. Through the Region's application portal for subsidized housing, applicants can review information about available buildings, units and portable housing benefits. Eligible applicants can express interest in an available unit or benefit meeting their needs to be considered for a housing offer, enabling them to make more informed decisions about their housing options.

Previously, when a unit became available, applicants were contacted in wait list order, but had minimal unit information. Lack of information often led to refusals due to unpreparedness, unsuitable units or changes in living preferences.

HYI began new system implementation in 2022 by piloting properties and, in 2023, successfully implemented it across all properties. The new system has made it more efficient to offer units to interested applicants, significantly reducing the likelihood of applicants refusing a unit when contacted for an offer of housing. Prior to implementation of the new system, between 2021 and 2022, over 70% of wait list applicants contacted for an offer of a subsidized unit refused the unit. This resulted in HYI needing to contact more applicants to fill an available unit, resulting in administrative costs for vacancy loss and lengthened wait times for other applicants. After implementation, only 33% of applicants contacted refused an offer for a unit, greatly reducing the time to fill subsidized vacancies. The online offer process improves administrative processes and reduces vacancy loss costs by connecting interested applicants with available units more quickly.

Effective Tenancy Management in 2023

Most HYI residents have stable, successful tenancies; at year end, 90% of HYI resident households had paid their rent and related charges on time and in full. In accordance with the Tenancy Management Policy, HYI uses the [Landlord and Tenant Board](#) process to support residents in maintaining their tenancies.

Following the COVID-19 pandemic induced moratorium on eviction hearings and resulting backlog, 2023 was characterized by an increase in Landlord and Tenant Board hearings. Extended wait times for resolutions between 2020 and 2022 lead to a buildup of unresolved cases. As a result, HYI issued 776 N4 Notices (Notice to End a Tenancy for Non-Payment of Rent) to 355 households and held 18 Landlord and Tenant Board hearings in 2023.

Despite the increase in eviction hearings, not all cases led to evictions, underscoring HYI’s commitment to a balanced approach in tenancy management. When residents fall behind on rent, HYI issues an N4 as the first step, serving not just as a notice but as an invitation to collaborate on reasonable repayment plans and help residents sustain their tenancies. Eighteen hearings led to nine evictions.

By the end of 2023, HYI saw a shift in rent arrears with 249 households owing a total of \$279,158. HYI’s arrears are lower than the average arrears of available comparable community housing providers. This marked a change from 2022, when 259 households accumulated arrears of \$435,447. HYI works to collect past arrears for one year. After the year of unsuccessful attempts, the balance of uncollected accounts is written off as bad debt.

In 2023, HYI reaffirmed its commitment to supportive tenancy management, balancing financial integrity with resident support.

Rent Owed Households Owed Rent Arrears

2019

117 households
Total \$83,050 rent owed
0.2% of total revenue

2020

172 households
Total \$224,526 rent owed
0.5% of total revenue

2021

173 households
Total \$187,212 rent owed
0.4% of total revenue

2022

259 households
Total \$435,477 rent owed
1.0% of total revenue

2023

249 households
Total \$279,158 rent owed
0.6% of total revenue



Building Communities in 2023

Foundation for Growth: Housing Development Highlights

In 2023, construction progressed on three housing developments, with an additional three projects in planning stages. Residents successfully moved into Unionville Commons in the City of Markham in two stages with partial occupancy permit in spring and full occupancy permit in June 2023. HYI reached a significant milestone with the completion of The Bridge, eight units of transitional housing in the Town of Georgina. The first housing unit was occupied in September. Construction of Mosaic House, in the Town of Whitchurch-Stouffville, continued to progress with completion expected in fall 2024. Mosaic House will add 97 units to HYI's portfolio.

In 2023, planning continued for three new developments, including Bayview Parkway Community Housing in the Town of Newmarket, Box Grove Community Housing in the City of Markham and Emergency and Transitional Housing in the Town of Aurora. HYI proactively engaged the community in the planning and development of these housing projects. Community engagement ensures plans are responsive to the needs of our diverse communities by addressing community considerations.

Housing developments have been a cornerstone in growing vibrant, inclusive communities, reflecting HYI's commitment to addressing the dynamic needs of York Region's growing population.

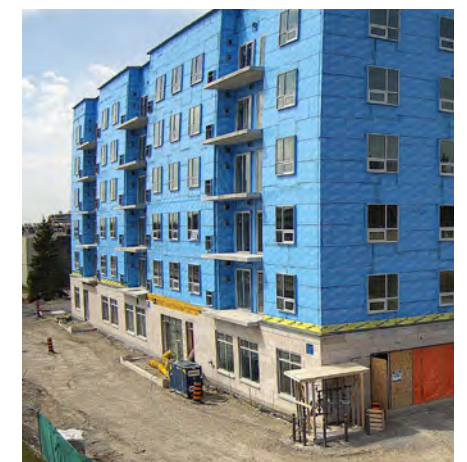
Learn more about ongoing and future developments at york.ca/HousingDevelopments



The Bridge



Unionville Commons



Mosaic House

Buildings completed or under construction in 2023



First residents moving into Unionville Commons, City of Markham

The Bridge

20898 Dalton Road,
Town of Georgina

- Transitional housing for individuals and families who are experiencing homelessness
- Salvation Army is the on-site service provider
- Eight duplex style housing units and common outdoor amenity space
- Construction completion: Summer 2023
- Occupancy: September 2023



For more information, visit york.ca/EmergencyHousing

Unionville Commons

4310 Highway 7 East,
City of Markham

- 265 apartments for seniors
- Subsidized and market rentals
- Partial occupancy: March 2023
- Construction completion: June 2023
- Total occupancy: June 2023



For more information, visit york.ca/support/housing/housing-locations/unionville-commons

Mosaic House

5676 Main Street,
Town of Whitchurch-Stouffville

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



For more information, visit york.ca/StouffvilleHYI

Developments in Planning Stages



Public Information Centre for Bayview Parkway Community Housing

Box Grove Community Housing

7085 14th Avenue, City of Markham

- Planned community housing development at the corner of 14th Avenue and Donald Cousens Parkway
- 153 units for seniors, families and singles
- Subsidized and market rentals

Anticipated
Construction
Start:
2024-2025



Preliminary building rendering

For more information, visit york.ca/BoxGroveHYI

Bayview Parkway Community Housing

62 Bayview Parkway, Town of Newmarket

- Redevelopment of the site previously used as York Region’s first headquarters
- Approximately 250 units for seniors, families and singles
- Subsidized and market rentals

Anticipated
Construction
Start:
BEYOND 2025



Preliminary building rendering

For more information, visit york.ca/62Bayview

Emergency and Transitional Housing

for people experiencing homelessness

- Wraparound support services on-site
- Planning for 37 emergency housing units and 18 transitional housing units
- Originally planned at 14452 Yonge Street, Town of Aurora; the original location is no longer viable
- New location to be determined

Anticipated
Construction
Start:
**TO BE
DETERMINED**



Preliminary building rendering

For more information, visit york.ca/HousingDevelopments

Capital Repair and Renewal Projects

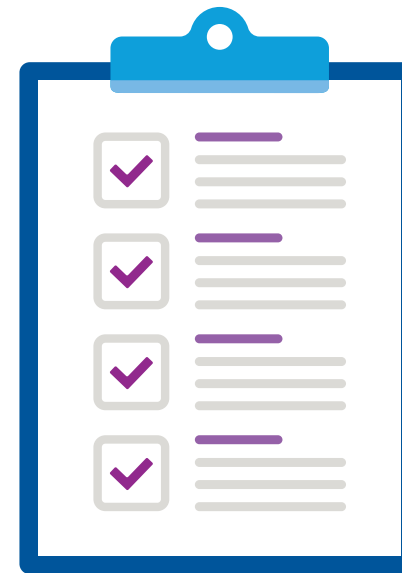


Keswick Gardens, Town of Georgina

As part of HYI's commitment to keep buildings in a state of good repair, HYI allocates resources towards capital improvements. Through targeted programs, accessibility enhancements and measures to improve resident comfort are implemented across the HYI portfolio.

Capital upgrades can be disruptive to residents. HYI ensures each capital repair project is clearly described including how it could potentially affect residents' everyday lives. To ensure communication efforts are effective, HYI conducts resident impact surveys for a sampling of capital projects each year. Of the four projects selected for the survey in 2023, a satisfaction rate of 76% was met on three projects.

Survey highlights include:



90% of residents were satisfied with the projects and felt contractors were polite and helpful

88% of residents felt they had enough information about the project ahead of time

85% of residents did not have any issues with the project

These surveys help improve services to residents by balancing the need to complete capital upgrades with their impacts on residents.



Capital Repair and Replacement Project Highlights



105
ACTIVE PROJECTS

Site Upgrades and Grounds

- ✓ Perimeter and privacy fencing replacement – Mulock Village, Town of Newmarket

Exterior Building Repairs

- ✓ Roof replacement including clay tile shingled sections – Armitage Gardens, Town of Newmarket
- ✓ Window replacement (with triple glazed), packaged terminal air-conditioning units replacement, front entrance and all exterior door replacements – Heritage East, Town of Newmarket
- ✓ Window replacement and patio (sliding) doors replacement – Glenwood Mews, Town of Georgina
- ✓ Window and packaged terminal air-conditioning units replacement – Keswick Gardens, Town of Georgina
- ✓ Balcony refurbishment (slab repairs) – Northview Court, Town of Georgina
- ✓ Parking garage refurbishment – Thornhill Green, City of Markham
- ✓ Roof replacement – Dunlop Pines, City of Richmond Hill
- ✓ Roof replacement – Orchard Heights Place, Town of Aurora
- ✓ Lighting retrofits – Various locations



\$11.3
MILLION INVESTED

Interior Building Repairs

- ✓ Kitchen replacement – East Court, Town of Georgina
- ✓ Stove and fridge replacement – Mulock Village, Town of Newmarket and Glenwood Mews, Town of Georgina

HVAC (Heating, Ventilation and Air Conditioning) Mechanical, Electrical

- ✓ Sanitary septic system upgrades – Brayfield Manor, Town of Newmarket
- ✓ Domestic hot water boiler replacement – Fairy Lake Gardens, Town of Newmarket
- ✓ Generator replacement (with new natural gas unit) – Founders Place, Town of Newmarket
- ✓ Generator replacement (with new natural gas unit) – Fairy Lake Gardens, Town of Newmarket
- ✓ Fan coil refurbishment – Oxford Village, Town of East Gwillimbury
- ✓ Lighting retrofits – Various locations [Energy and Utilities Management Plan (EUMP) and Investing in Canada Infrastructure Program Funded]

Kitchen Replacement

East Court, Town of Georgina

- 10 townhouse units
- Kitchens are original and installed in 1971
- New kitchens include cabinets, countertops, appliances, plumbing and lighting upgrades
- Improved energy efficiency and better lighting and visibility



Packaged Terminal Air Conditioner, Window and Door Replacement

Heritage East, Town of Newmarket

- 121 apartment units; 55 seniors' units and 66 family units
- Packaged terminal air-conditioning, windows and doors were original and installed in 1992
- New windows are triple glazed and packaged terminal air-conditioning units use heat-pump technology reducing energy consumption and HYI's carbon footprint



Packaged Terminal Air Conditioner, Window and Door Replacement

Keswick Gardens, Town of Georgina

- 120 seniors' apartment units
- Packaged terminal air-conditioning, windows and doors were original and installed in 1991
- New windows are triple glazed and packaged terminal air-conditioning units use heat-pump technology reducing energy consumption and HYI's carbon footprint



Newly installed windows at Keswick Gardens, Town of Georgina



Roof Replacement

Orchard Heights Place, Town of Aurora

- 61 apartment units
- Roof last replaced in 2000
- New roof included enhanced drainage and insulation resulting in improving building energy consumption and reducing HYI's carbon footprint



Front Entrance Replacement

Tom Taylor Place, Town of Newmarket

- 50 apartment units
- Front entrance interlocking stone replaced eliminating trip hazards
- New ramp added for accessibility to Magna Centre across the street



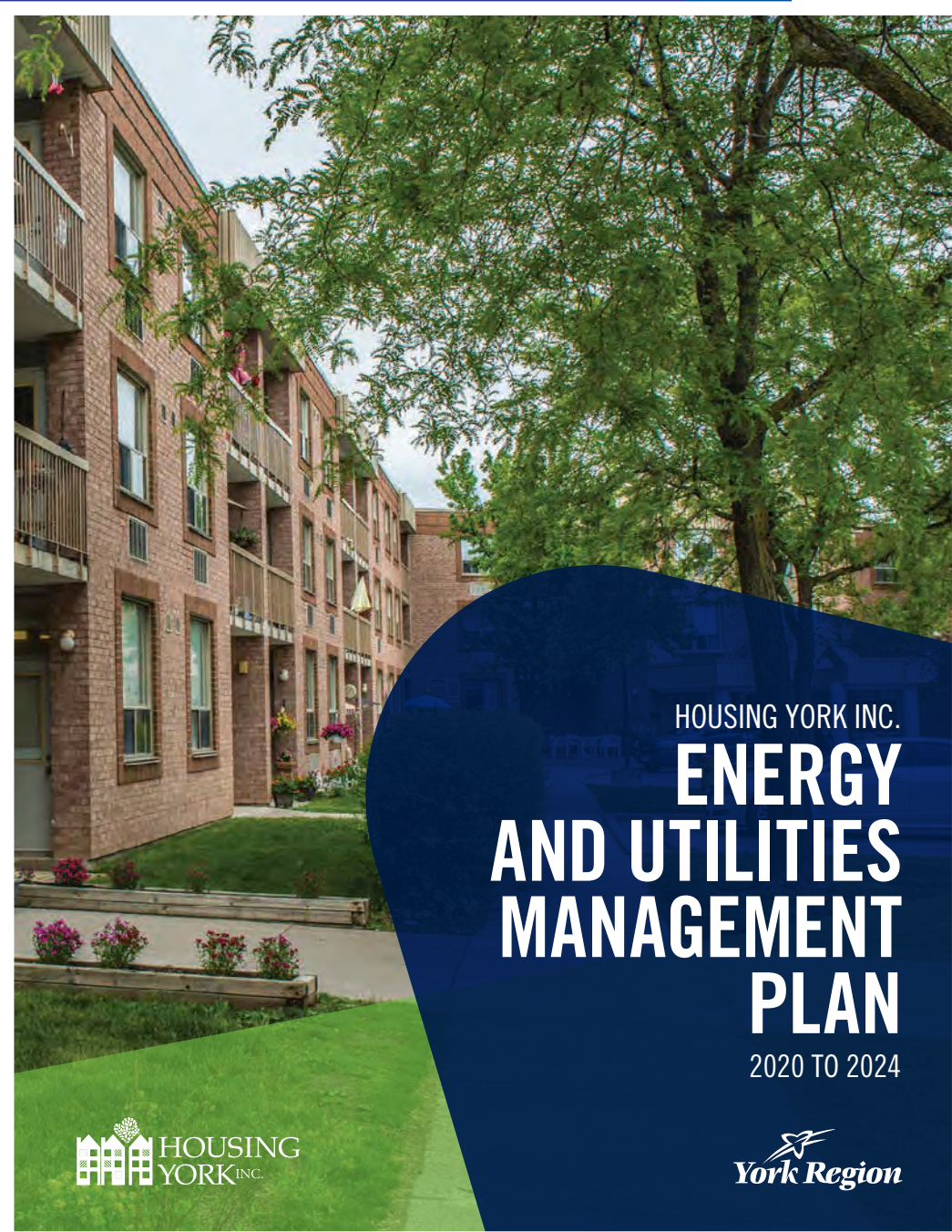
Commercial Space Renovations

Woodbridge Lane, City of Vaughan

- 2,700 square foot unfinished commercial space
- Space designed to accommodate client, Community Living
- Client provides support services
- Space accessible from street and building



Infrastructure Asset Management



Energy Efficiency Improvement Projects

HYI is dedicated to fostering a more sustainable future. In alignment with this commitment, in 2019 the HYI Board of Directors adopted the [HYI Energy and Utilities Management Plan \(EUMP\)](#). The EUMP ensures HYI’s commitment to climate change contributes to York Region’s [Vision](#). The guiding principles of the EUMP include adopting environmentally friendly practices while ensuring long-term financial sustainability. HYI strives to deliver projects that achieve reductions in greenhouse gas emissions while maintaining resident comfort and generating long-term utilities cost savings.

2023 Year In Review:

LED Lighting Retrofit(s)

Lighting retrofit projects were substantially completed at two locations: Blue Willow Terrace in the City of Vaughan and Mackenzie Green in the City of Richmond Hill. Two additional retrofit projects were initiated at the Richmond Hill Hub in the City of Richmond Hill and Hadley Grange in the Town of Aurora and are anticipated to be completed in 2024. Existing light fixtures were replaced with light emitting diode (LED) technology which improve lighting quality, provide energy savings and reduce greenhouse gas emissions. These projects received funding from the Investing in Canada Infrastructure Program.

LED lighting retrofit projects completed in 2023:	Forecasted annual utility savings*	Forecasted annual greenhouse gas reductions (tonnes of CO2)*
Blue Willow Terrace	\$7,585	3
Mackenzie Green	\$10,372	4
Richmond Hill Hub	\$16,812	6.4
Hadley Grange	\$6,776	3

*Utility savings and Greenhouse Gas reductions prepared by consultant study. In-service performance to be verified upon project completion.

Central Heating Management System

Installation of a central heating management system was completed at the Richmond Hill Hub in the City of Richmond Hill. This modern building automation system uses a series of sensors and controls to automatically adjust building heating, ventilation and air-conditioning systems (HVAC) in response to resident use and changing weather conditions. The outcome is improved resident comfort, reduced energy costs and a reduction in greenhouse gas emissions. This project was funded by the Investing in Canada Infrastructure Program.

Central Heating Management Systems projects completed in 2023:	Forecasted annual utility savings*	Forecasted annual greenhouse gas reductions (tonnes of CO2)*
Richmond Hill Hub	\$27,490	200

Building Envelope and HVAC Upgrades

Existing exterior windows and heating, ventilation and air-conditioning (HVAC) systems retrofits were initiated at two facilities: Heritage East in the Town of Newmarket and Keswick Gardens in the Town of Georgina. Existing double pane windows are being replaced with triple pane technology. Existing electric-only HVAC units are being replaced with more efficient heat-pump based technology. These multi-year projects will be completed in 2024. The outcome is improved resident comfort, reduced energy costs and a reduction in greenhouse gas emissions.

Building Envelope and HVAC Improvement projects completed in 2023:	Forecasted annual utility savings*	Forecasted annual greenhouse gas reductions (tonnes of CO2)*
Heritage East	\$9,715	3
Keswick Gardens	\$27,425	8

*Utility savings and Greenhouse Gas reductions prepared by consultant study. In-service performance to be verified upon project completion.



Richmond Hill Hub, City of Richmond Hill

Housing York Inc. Assets State of Good Repair



Oxford Village, Town of East Gwillimbury

In 2023, HYI drafted a five-year update to the existing Housing Asset Management Plan as required by [Ontario Regulation 588/17](#) and the State of Infrastructure report which is submitted to York Regional Council annually. The reports update HYI’s portfolio asset values, asset age and asset condition to help inform future capital investments.



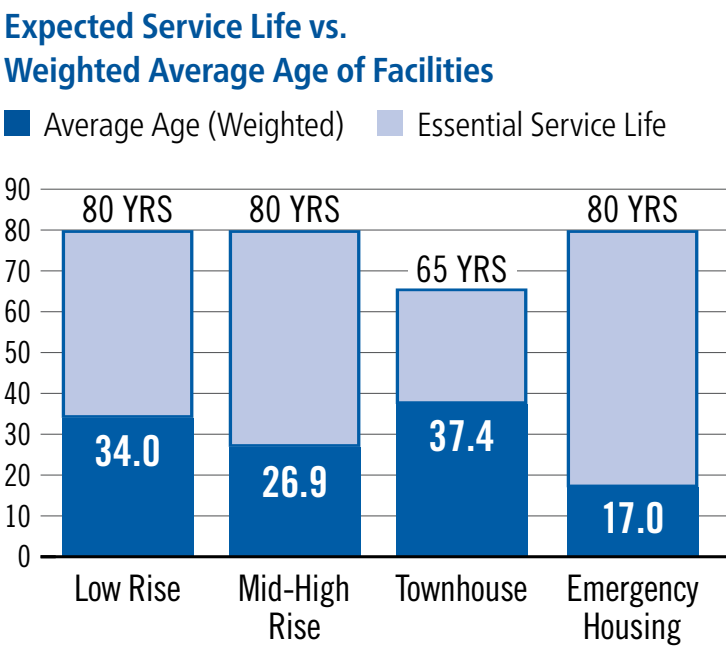
Asset Value

HYI’s portfolio, consisting of the rental housing and emergency housing portfolio, has a current replacement value of approximately \$1.44 billion. The 2023 Asset Management Plan updates HYI asset values through consultant led valuation studies informed by the construction marketplace’s changes to material and labour costs. Values have been indexed based on the Statistics Canada Building Construction Price Index for residential buildings.

	Asset Type	Number of Developments	Replacement Value (\$M)
	Low Rise	10	\$208.4
	Mid-High Rise	22	\$920.5
	Townhouse	7	\$261.5
	Emergency Housing	6	\$46.5
	Total	45	\$1,436.9

Asset Age

HYI’s portfolio has a relatively young weighted average age of 29.5 years, resulting from continuous portfolio growth over the last decade. The graph displays the average age for each building type, which has been weighted by replacement value. There are several developments reaching the mid-point of their useful lives and will require investment in the form of major capital renewal projects.



Asset Condition

HYI uses industry standard Facility Condition Index (FCI) as a key performance indicator to evaluate portfolio health. FCI rating is a measurement of the condition of a portfolio of buildings expressed as a percentage. It is obtained by dividing the amount of current portfolio needs, including any deferred capital renewal work and planned renewal work for next 2 years, by the portfolio’s current replacement value.

$$FCI = \left[\frac{\text{Current Need} + (\text{Planning Years 1} + \text{2 Need})}{\text{Current Replacement Value of Portfolio}} \right]$$

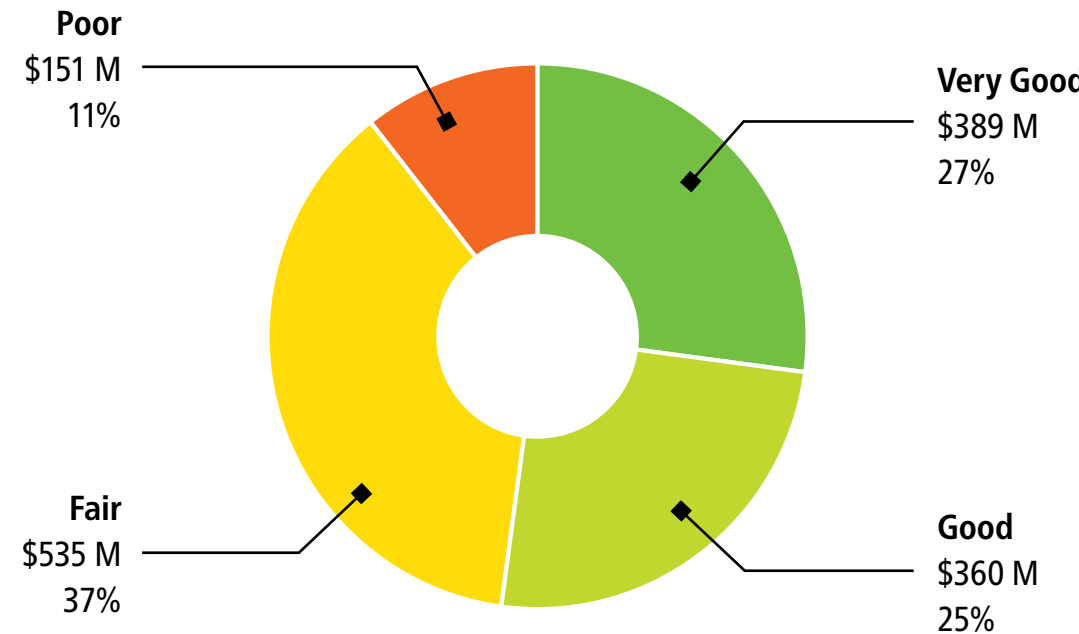
An FCI ratio below 5% indicates a portfolio in good condition and above 10% indicates a portfolio in poor condition. The current portfolio FCI is 5.2%, with the majority of assets in fair to very good condition. The FCI is slightly higher than the target range of 1-5% due to inflationary pressures, materials and skilled trades shortages as well as health restrictions limiting access to sites to deliver renewal projects related to the COVID-19 pandemic.

To improve and lower the FCI metric and ensure the portfolio is sustainable into the future, HYI has prioritized eight assets with poor condition ratings within the capital renewal plan. The assets will receive approximately \$12 million over the next five years to improve the condition from poor. The capital investments will include site revitalization, roof replacements, window replacements, electrical infrastructure upgrades, and kitchen and bathroom replacements.

There is a grouping of eight assets in poor condition with an average FCI of 13.8% and an associated average age of 47 years. These assets have been prioritized within the capital renewal plan.

HYI also monitors performance of building components and equipment to ensure assets are achieving expected useful life. In 2023, our analysis of building components and equipment has indicated 94% of building components are meeting or exceeding their expected useful life. This surpasses our established metric of 90% and is positive indicator of operations, maintenance and capital renewal efforts.

Condition Grade (FCI) and Replacement Value (\$ in Millions)

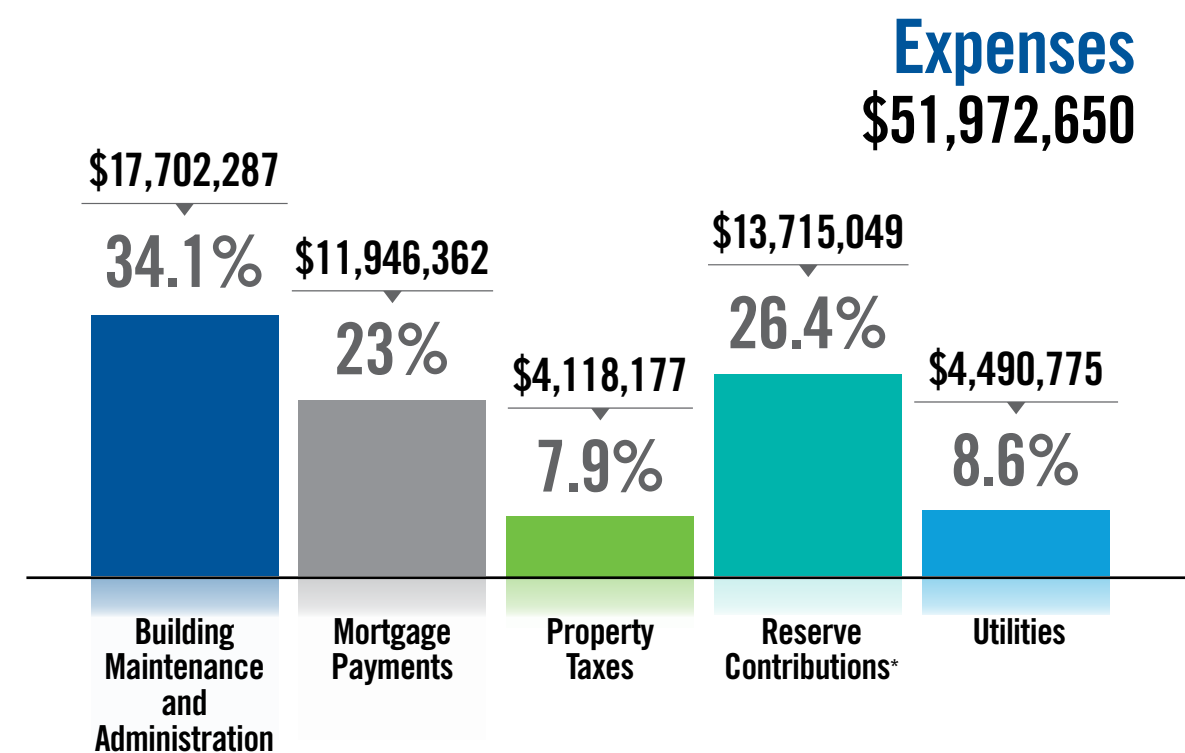
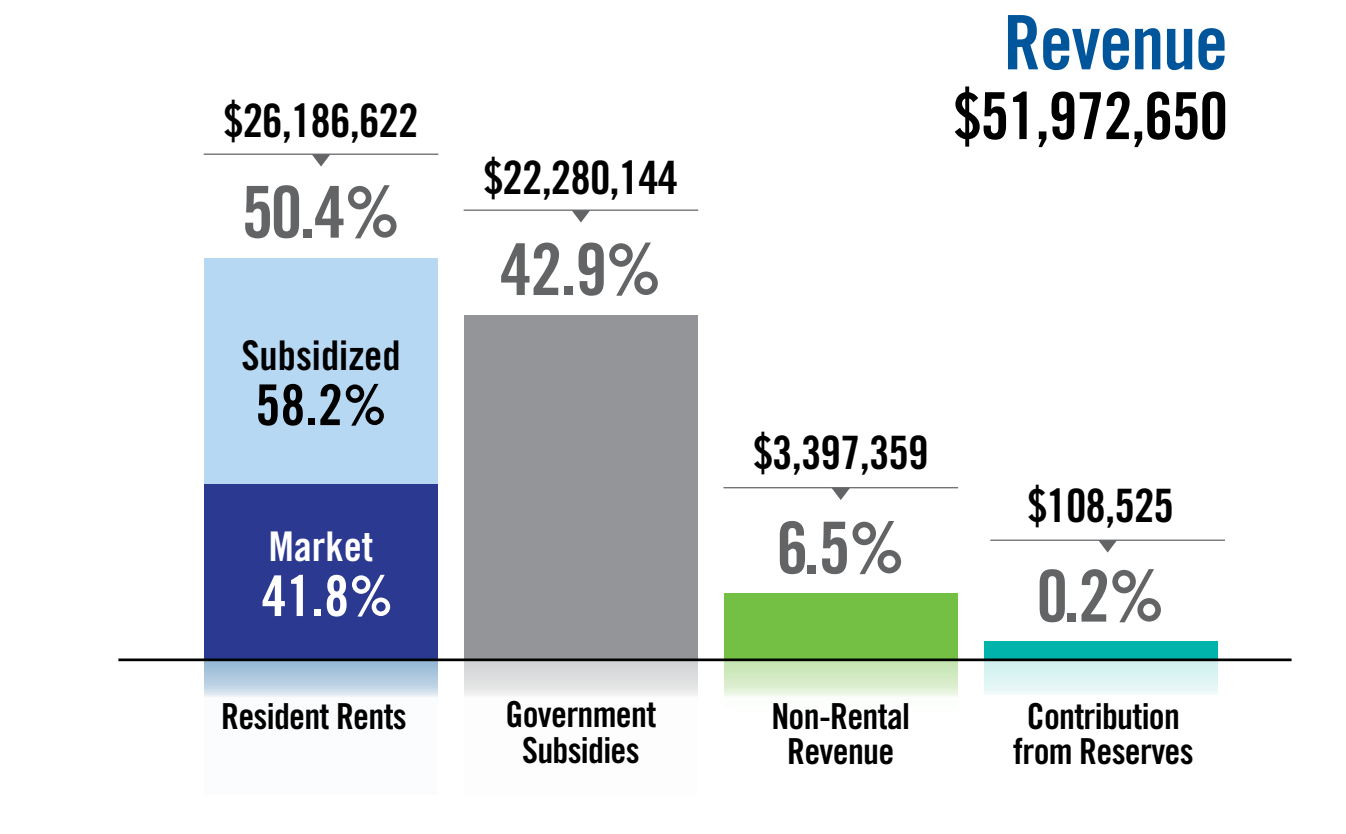


	Condition Grade	Facility Condition Index (FCI)
	Very Good	0 to 1%
	Good	>1 to 5%
	Fair	>5 to 10%
	Poor	>10 to 30%
	Very Poor	>30%

2023 Financial Highlights

HYI maintained a strong financial position in 2023, marking a year of continued growth and development for HYI communities. [Attachment 2](#) includes HYI's 2023 Audited Financial Statements with Notes.

The 2023 Financial Statements, prepared in compliance with the [Housing Services Act](#) and audited by an independent party "present fairly, in all material respects, the financial position of the Entity." HYI's financial position remained strong in 2023. Total assets were \$341.5 million, an increase of \$92.7 million (37%) compared to 2022. Total liabilities increased to \$50.4 million (6%) compared to 2022. Total equity was \$291.2 million, an increase of \$90.0 million (45%) compared to 2022. The increase in assets and equity is resulting from an increase in property holdings due to the addition of Unionville Commons.



HYI ended 2023 with an operating surplus of \$1.7 million, which was allocated in accordance with HYI's Operating Surplus Policy to the Capital Reserve (\$0.8 million), Operations Reserve (\$0.6 million), Strategic Initiatives Reserve (\$0.2 million) and Emergency Housing (\$0.1 million).

*Reserve contributions includes \$1.7 million operating surplus.



East Court, Town of Georgina

Ending Reserve Balances for 2022 and 2023

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 with goals and objectives for HYI’s reserves, an Operating Surplus Policy establishing a framework for the allocation of operating surpluses, and an updated Investment Policy to ensure prudent management of HYI’s working capital and reserves.

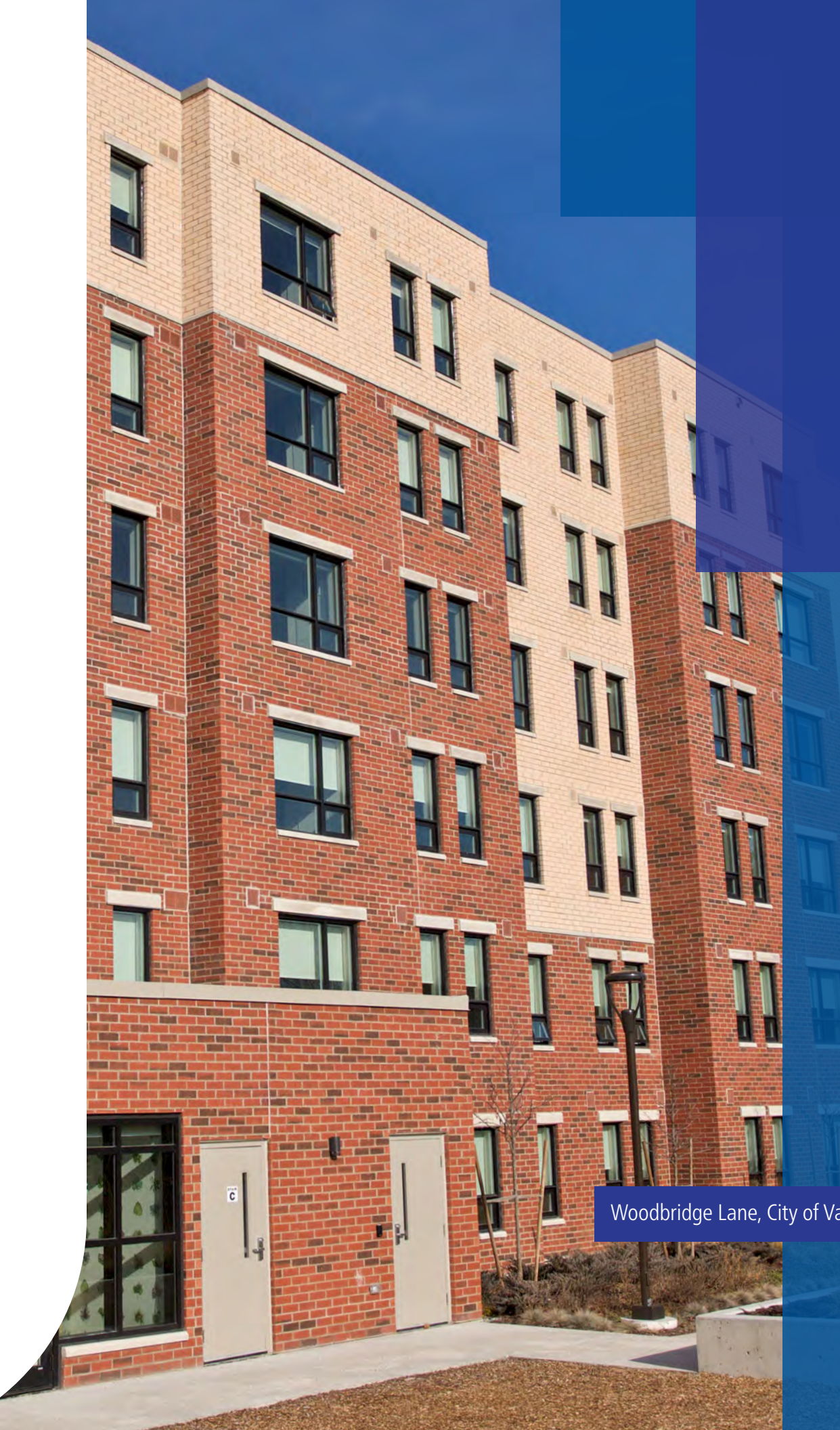
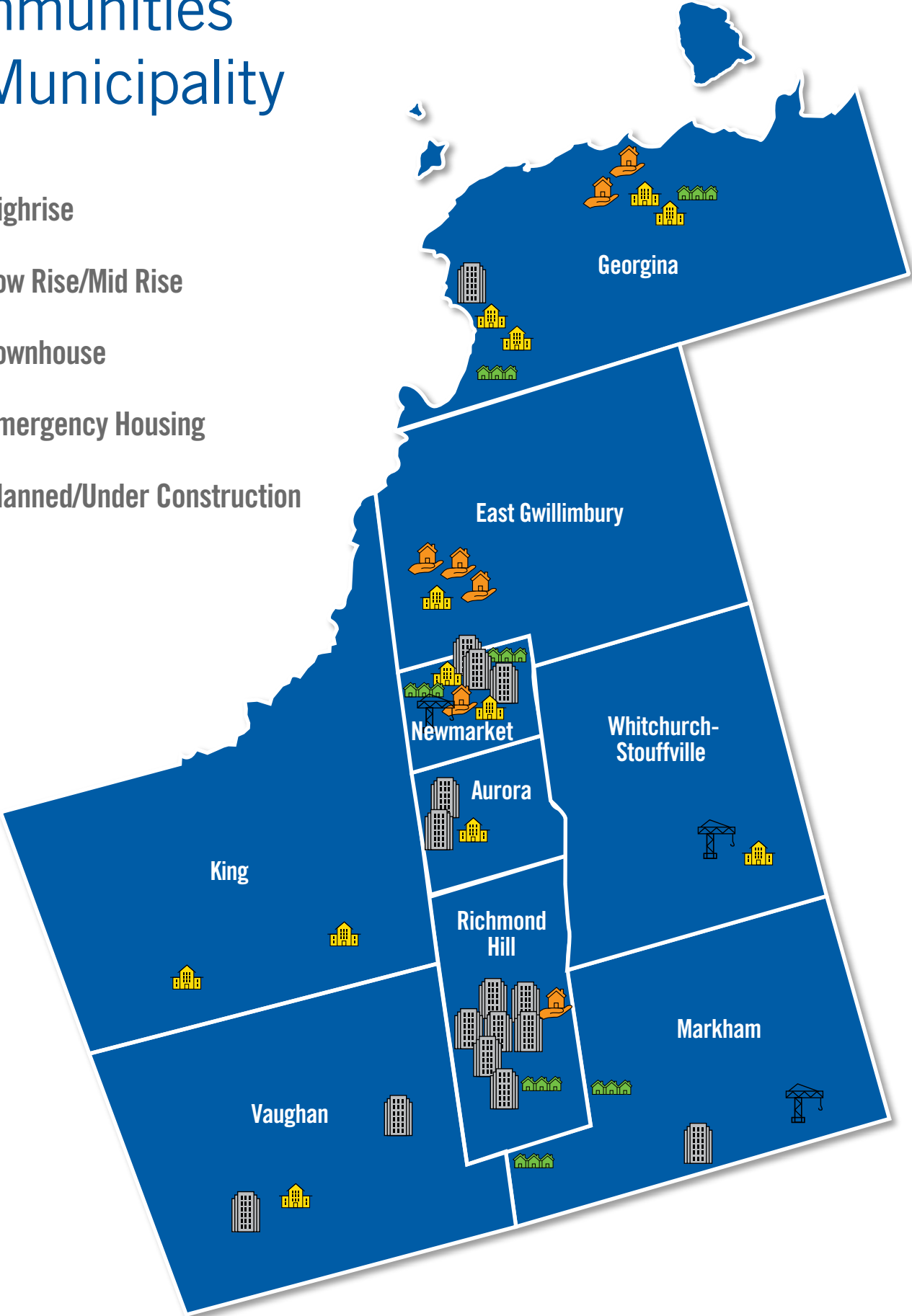
In October 2023, the Board of Directors approved the discontinuation of the Insurance Reserve and consolidation with the Operations Reserve, with the limit of the Operations Reserve increasing from \$500,000 to \$1 million.

The following table shows HYI’s reserve balances at the end of 2022 and 2023. Healthy reserve balances ensure HYI remains financially sustainable and assets can be maintained in a state of good repair.

	2022	2023
Total Reserves	\$34,357,429	\$34,758,351
Capital Reserve	\$23,893,843	\$23,519,682
Emergency Housing Reserve	\$4,819,129	\$5,098,288
Working Capital Reserve	\$3,500,000	\$3,500,000
Strategic Initiatives Reserve	\$1,757,616	\$1,640,381
Operations Reserve	\$273,909	\$1,000,000
Insurance Reserve	\$112,932	N/A

Communities by Municipality

-  Highrise
-  Low Rise/Mid Rise
-  Townhouse
-  Emergency Housing
-  Planned/Under Construction



Woodbridge Lane, City of Vaughan

BUILDING BETTER TOGETHER: 2023 HOUSING YORK INC. (HYI) BUSINESS PLAN REPORTING

Number of 2023 actions identified: 46 (includes 10 actions carried over from 2021/2022)

Quarter: Q4 2023

Actions completed: 74% (34/46 actions)

Targets achieved (met or exceeded): 74% (34/46 actions)

Actions in progress: 20% (9/46 actions)

Targets deferred/delayed: 4% (2/46 targets)

HYI’s 2023 Business Plan operationalizes the third year of the 2021 to 2024 Strategic Plan. Results for each of the 46 HYI 2023 business plan commitments are included in the table below. Progress and challenge highlights include:

- Region has continued to exceed the target for the number of new units in planning and development to ensure a pipeline of Housing York projects to access funding from senior levels of government when it becomes available.
- Advocacy has remained an important priority throughout the strategic plan. Since its approval by the Board in 2021, more than \$42 million has been secured in development funding from senior levels of government.
- Several actions continue to be impacted by delays incurred during the Covid-19 pandemic including the completion of accessibility assessments and several energy efficiency projects to reduce greenhouse gas emissions and operating costs.
- HYI processed 93% of all vendor invoices within 28 days, short of the 95% target for 2023; payment delays were the result of invoice disputes.

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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* Four-year actions where York Region as Service Manager has lead responsibility
¹ “Deferred” is used when action is impacted by factors outside of HYI’s control.



Strategic Priority 1: Expanded Housing Portfolio

Four-Year Actions	Key Performance Indicators	2023 Actions	2023 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	Two concepts ² (Five concepts cumulatively at end of 2023)	Target Met	- Complete (Ninth Line in the City of Markham, Armitage Gardens in the Town of Newmarket, Leslie Street in the Town of Newmarket, Orchard Heights in the Town of Aurora, Stouffville Phase 2, Town of Whitchurch-Stouffville, Nobleton in Township of King) - Box Grove in the City of Markham and Bayview in the Town of Newmarket priority project concepts completed
	B. Number of development concepts explored with partners (e.g., developers, housing providers, YRRTC, Metrolinx, school boards, LHIN, faith-based organizations, local municipalities)	Complete development concept and feasibility assessments with partners	Three concepts (Eight concepts cumulatively at end of 2023)	Target Met	Three sites were reviewed (two in the City of Richmond Hill and one in the Town of Georgina) Three concept plans were created with the help of an urban design/planning firm. These sites were identified through the Municipal Land Donation program as early pilot sites to review and test potential affordable housing concepts on municipal lands
	C. Number of established partnerships for co-development on partner sites	Continue engaging with potential partners to explore co-development opportunities	Three co-development opportunities under discussion	Target Met	- Three opportunities with partners have been considered and have concept design completed. Discussions are ongoing to consider final direction - Discussions took place with Provincial representatives to incorporate affordable housing during the Bill 23 actions

² Revision from 2023 Business Plan to reflect cumulative number at end of 2023.

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
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 in the Town of Newmarket, 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	- Continue advancing projects in planning and development stage: - Community Housing: - Unionville, Markham: 265 units - Whitchurch-Stouffville: 97 units 62 Bayview Parkway, Newmarket: 250 units - Box Grove, Markham: 150 units - Emergency and Transitional Housing: - Men's Emergency Housing: 55 units	480	Target Exceeded	552 total units are in the planning and development stage at the end of 2023 (497 community housing units, 55 emergency and transitional units) Community Housing <u>Unionville Commons, City of Markham</u>: full occupancy permits achieved in June 2023, with rent up of new units completed <u>Whitchurch-Stouffville, Town of Whitchurch-Stouffville</u>: Construction underway with completion projected for 2024 <u>62 Bayview Parkway, Town of Newmarket</u>: Development concepts underway including community consultations. A third in-person Public Information Centre was held in June 2023 <u>Box Grove, City of Markham</u>: By December 2023, planning applications were resubmitted to the City. As of April 2024, Official Plan and Zoning By-Law Amendments were approved. Site Plan Approval has been approved-in-principle and has been delegated to City Staff for full approval and finalization.

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
					Emergency and Transitional Housing
					<u>Men's emergency housing, Town of Aurora:</u> Site plan and zoning application submitted to the Town. A community open house was held on January 29, 2024, and a Public Planning meeting was held on February 13, 2024, for consideration at Aurora Council. The project did not receive planning approvals in 2024 and is not proceeding
	B. Number of modular homes project in operation	N/A – Exceeded target in 2022 (26 total modular and low-rise infill units)	N/A	N/A	
	C. Number of low-rise infill development units under construction on an HYI site				

Status Legend:

Target Exceeded

Target Met

Target not met

In Progress; action to continue in 2024

Action deferred¹/delayed or N/A for 2023

Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
	D. Number of public-private partnerships established for redevelopment of an HYI site	Engage with Township of King on development opportunities for an alternative (non-HYI) site	1 partnership	In Progress	- Work planned for Nobleview Pines in the Township of King has shifted to an alternative mixed-use development opportunity. Confidential discussions are ongoing with the Township of King regarding this alternative opportunity for development. - Assessments to determine development potential are ongoing and preliminary concept plans are underway
	E. Increase in the number of units in the master plan over that at Armitage Gardens in the Town of Newmarket at present	Begin preparing RFP to retain consultant for master plan work	Prepare RFP	In Progress	- Parameters and requirements of target unit mix and type will be established with internal stakeholders in 2024 - An RFP will be issued in 2024 for a public engagement consultant
	F. Amount of capital funds raised through public-private partnership (e.g. sale of land, co-development)	N/A – Do not anticipate generating any funds from land sale of co-development in 2023	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 (action carried over from 2021)	Program established	Target Met	Feasibility framework for pilot program and process to support non-profit housing providers to explore development opportunities complete. Program guidelines have been established but require Council approval for program implementation. Approval will be sought in the upcoming Community Housing Supply Plan
		Complete preliminary feasibility analysis and concepts, subject to housing provider interest	Five concepts	In Progress	Preliminary planning feasibility work was completed for five potential infill sites and two potential full redevelopment sites.

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
		(action carried over from 2022)	(Five concepts cumulatively to end of 2023)		Based on the preliminary planning feasibility analysis of the seven total sites, none were deemed to be in a condition to move forward for concept work at this time. Further discussions on funding and development opportunities may be had with certain service providers once the Community Housing Supply Plan is approved and established
	B. Number of non-profit units supported with development of conceptual plans and/or connection to funding streams, land lease opportunities or other resources	Support non-profit housing providers interested in development through conceptual plans, connection to funding or other resources, subject to housing provider interest (action updated from 2022)	100 units (100 units cumulatively to end of 2023)	In Progress	- The Community Housing Supply Grant Pilot Program call for applications closed on November 10, 2023, with four applications submitted. This is possible due to Council approval of annual funding for critical social infrastructure - In Q2 of 2024, successful applicants were provided conditional funding award letters; funding will be awarded upon applicants meeting certain requirements and signing contribution agreements.
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 federal or Provincial government to advocate for capital development funding	Two engagements	Target Exceeded	- A number of Regional advocacy engagements were held where the need for capital funding from senior levels of government was highlighted, including: - In January 2023, meeting held with Members of Parliament advocating for increased, sustained capital funding - The Region's 2022 Housing Solutions Progress Report in June

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
					2023 included a request to Members of Parliament and Members of Provincial Parliament for consistent, long-term capital funding and proposing a model where each level of government contributes to one-third of the cost of building new community housing ○ In October 2023, the Region held an advocacy meeting day with Members of Provincial Parliament and highlighted the need for housing funding ○ In December 2023, an advocacy letter was sent to Members of Parliament highlighting the need for funding for new supply and capital repairs for community housing
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 Box Grove Community Housing in the City of Markham (subject to Provincial and Federal funding)	100% of projects	In Progress	• A request to the City of Markham for municipal fee concessions accompanied the Region's Box Grove resubmission, which was submitted in December 2023
	B. Number of municipal sites identified as suitable for affordable housing development	• Collaborate with municipalities that supported Council's request for the provision of land on site selection	Two sites identified (Two sites cumulatively at end of 2023)	Target Exceeded	• Discussions continue with municipalities regarding donating land for affordable housing • Three pilot sites have been reviewed and concept plans have been designed and considered • Work to establish a program to support affordable/community housing development on municipal land is underway

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
		Finalize guidelines for land to be offered for affordable housing development to the Region	Finalize guidelines with municipalities	In Progress	- Draft guidelines have been shared with participating municipalities for further refinement - Final guidelines will be developed and incorporated for approval by Regional Council as part of the forthcoming Community Housing Master Plan in Q3 2024
Goal 3: HYI residents impacted by redevelopment are supported					
3 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	Host information sessions and survey HYI residents at Armitage Gardens in the Town of Newmarket and Noblevue Pines in the Township of King	Two surveys complete and baseline established based on average	Deferred	Survey for Noblevue Pines in the Township of King is no longer required, as planning has shifted to an alternative parcel. Work planned for Armitage Gardens, in the town of Newmarket, will progress in 2024

Strategic Priority 2: Inclusive Communities and Successful Tenancies

Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
Goal 1: Communities are inclusive					
1.1 Implement resident inclusion plan with consideration to:	A. Number of properties where accessibility inspections are completed and enhancement plans implemented ³	Complete remaining assessments (action carried over from 2022)	Assessments completed for all properties	In Progress	- Approximately 30% of the final assessment reports have been delivered in Q4 2023 - All accessibility assessment reports were completed by Q2 2024.

³ Subject to scope/funding availability.

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
- Accessibility of buildings - Inclusive communications - Business processes and practices that respect diversity - Partnerships to provide programs and services that are important to HYI communities		Finalize implementation plans for enhancements	Enhancements included as projects in HYI capital plan over course of five years beginning in 2024	Target Met	- Enhancements were included in the 2024 capital budget - Accessible power door operators will be installed at garbage room doors at various facilities beginning in 2024 through to 2025
	B. Percentage of residents who agree to receive general HYI communications electronically; baseline 10%	N/A – Exceeded target in 2022 (25%)	N/A	N/A	
	C. Residents who report that HYI treats them respectfully	Present survey results and response plan to the Board in Q2 2023	Results and response plan presented	Target Met	- Survey results and a response plan was presented to the Board in May 2023. - Survey results indicate 96% of residents report HYI treats them respectfully
	D. Participation rate for programs offered defined as the number of attendees/program capacity	Leverage resident survey data to develop a community partnership plan to better connect residents to programs and services based on their needs	Community partnership plan developed	Target Met	An approach to community partnerships has been developed and was informed by the results of the resident survey's resident programming findings
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	N/A – Met target in 2022 (100%)	N/A	N/A	
	B. Percent of communities engaged in diversity and inclusion activities	Leverage resident survey data to develop a community partnership plan to better connect residents to programs and services based on their needs, including a focus on diversity and inclusion	Community partnership plan developed with equity, diversity and inclusion lens	Target Met	An approach to community partnerships has been developed with an equity and inclusion lens and implementation will commence in Q1 2024

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
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	Continue to offer payment plans and support referrals to all households at risk of eviction due to arrears	97%	Target Exceeded	98% of tenancies at risk for rent arrears preserved
	B. Arrears in comparison to benchmark established through large community housing provider KPI initiative	Continue to meet benchmark established in 2021	90%	Target Met	90% 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	Leverage resident survey data to develop a community partnership plan to better connect residents to programs and services based on their needs	Community partnership plan developed	Target Met	Results of survey have been analyzed and the feedback incorporated into an approach guiding community partnerships
	B. Percent of tenancies that are preserved when the tenancy is at risk for behaviour-related issues	Assist households at risk in connecting to supports to preserve tenancies	90%	Target Exceeded	100% of tenancies at risk for behaviour-related issues were preserved
	C. Percent of residents satisfied with referral services ⁵	Leverage resident survey data to develop a community partnership plan to better connect residents to programs and services based on their needs	Community partnership plan developed	Target Met	The findings of this year's Resident Pulse Survey have been analyzed and informed the approach to community partnerships

⁴ Primary reason for eviction is arrears.

⁵ From those residents who agree to a referral.

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Strategic Priority 3: Financial Sustainability

Four-Year Actions	Key Performance Indicators	2023 Actions	2023 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	Maintain meeting or exceeding component life expectancy	90% ⁶	Target Exceeded	Analysis of asset data for 2023 has been completed. Data results indicate 94% of assets have met their expected useful life exceeding the target of 90%
	B. Reduction in life-cycle total cost (capital, operating and maintenance) per component	Continue implementation of preventative maintenance module (action carried over from 2021)	Preventative maintenance module implemented in five buildings	Target Exceeded	Preventative maintenance module (Maintenance IQ) implemented for HVAC equipment at six townhouse locations and one emergency housing location
		Establish a baseline to track life-cycle costs of two major components	Baseline established	Target Met	Life cycle costing and baseline is completed for two components: generators and gas-fired furnaces
	C. Percent increase in resident satisfied with major repairs; baseline 70%	Survey repair projects	Eight projects surveyed with satisfaction rate of 76%	Target Met	Survey results indicate resident satisfaction was over 80%. Due to increased costs for surveys conducted by a third party vendor and relatively low response rate, the survey scope was reduced to four projects
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	A. Percent of residents using pre authorized payment/online banking; baseline 90%	Continue to encourage new residents to pay electronically	96% of new resident agree to pay electronically	Target Exceeded	100% of residents who moved in during 2023 agreed to pay electronically.
	B. Percent of invoices processed electronically within 28 days	Continue to process invoices within 28 days	95%	Target not met	93% of invoices were processed within 28 days

⁶ Components over \$50,000 and new developments.

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
and outcomes-measurement while remaining resident-centric	C. Work requested through resident maintenance requests completed within five business days	Implement tenant portal to enable residents to submit maintenance requests electronically	95% completed within five business days	Target Exceeded	- Resident Portal soft launched for Unionville Commons in the City of Markham in December 2023 97% of work requested through resident maintenance requests completed within five business days
	D. Percent resident satisfaction with maintenance services (rated good or very good); baseline 78%	Present survey results and response plan to the Board in Q2 2023	Results and response plan presented	Target Met	- Survey results and response plan presented to the Board in May 2023 - Survey results indicate 84% resident satisfaction with maintenance services
	E. Maintain resident satisfaction ratings with HYI “helpfulness”	Present survey results and response plan to the Board in Q2 2023	Results and response plan presented	Target Met	- Survey results and response plan presented to the Board in May 2023 - Survey results indicate 90% resident satisfaction with HYI “helpfulness”
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%	Present survey results and response plan to the Board in Q2 2023	Results and response plan presented	Target Met	- Survey results and response plan presented to the Board in May 2023 - Survey results indicate improved resident satisfaction for elevators (66%) and outdoor green spaces (70%) - Survey results indicate decreased resident satisfaction for janitorial (77%). The response plan is as follows: - Service provider performance addressed - Development of a business case to assess in-house cleaning crew - Assessing value for money proposals for contracting cleaning services through a request for proposal bid versus traditional low bid tender awards - Resident education to influence greater pride of common areas

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
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	Complete two EUMP projects⁷ (action carried over from 2022)	9 tonnes after full year of operation (140 tonnes cumulative after full year of operation) ⁸	In Progress	- Preliminary analysis of project data indicates planned goal of 960 tonnes reduction will not be met - A new reduction target has been set for 2024 based on current projections - Three projects carried over from 2022 to be completed by Q4 2023: - Central heating management system installation at Richmond Hill Hub - LED lighting retrofits at Mackenzie Green, City of Richmond Hill and Blue Willow Terrace, City of Vaughan, are complete 2023 projects: Two projects are on track to be completed by Q1 2024: - LED lighting retrofits at Hadley Grange, Town of Aurora, and Richmond Hill Hub - Measurement and verification of energy savings and GHG reductions will require a full year of operation in 2024 to analyze
	B. Annual cost savings in communities with retrofits completed	Complete two EUMP projects⁹ (action carried over from 2022)	\$23,000 after full year of operation (\$159,000 cumulative cost savings after full year of operation) ⁷	In Progress	
	C. Resident satisfaction with process and impact	Conduct EUMP resident survey (action carried over from 2022)	All buildings impacted surveyed with satisfaction rate of a minimum of 70%	Delayed	- Survey for the Richmond Hill Hub, - Mackenzie Green, City of Richmond Hill and Blue Willow Terrace, City of Vaughan, planned for Q1 2024

Goal 3: New developments are operationally self-sustaining

⁷ Work was deferred due to COVID-19.
⁸ Four-year target assumed in-suite work could be completed within HYI communities. Work was delayed due to restrictions surrounding COVID-19 as well as increased construction costs, which will impact HYI's ability to meet four-year target.
⁹ Work was deferred due to COVID-19.

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
3.1 Develop and implement a strategy to reduce the reliance on Regional subsidies while maintaining subsidized/market split	A. Subsidized/market split	Develop/implement strategy for Whitchurch-Stouffville to meet proforma	70/30	Target Met	As part of the 2024 budget process, plan developed for operating revenue and expenses projecting net neutral for first year of operations with a 70/30 split
	B. Percentage above Canadian Mortgage and Housing Corporation's average market rent charged for market rental units	Establish rates for market units for Whitchurch-Stouffville development based on market rent survey results	125% average market rent	Target Met	Rent survey completed for Whitchurch-Stouffville to inform market rates. Market rates to be established closer to occupancy in 2024 and are expected to meet or exceed the target of 125% average market rent
	C. Maximum debt as a percent of total project cost	Develop/implement strategy for Whitchurch-Stouffville to meet proforma	Regional capital budget approved to support 15% debt for Whitchurch-Stouffville	Target Exceeded	The Whitchurch-Stouffville project will have no debt due to additional provincial and federal funding
	D. Minimum operating surplus as a percent of total revenue	Develop strategy for Whitchurch-Stouffville to meet proforma	Strategy developed	Target Met	As part of the 2024 budget process, plan developed for operating revenue and expenses projected net neutral for first year of operations, dependent on occupancy date
		Prepare operational plan for 2024 to achieve surplus target for Unionville Commons, City of Markham	Operational plan prepared	Target Met	As part of the 2024 budget process, plan developed for operating revenue and expenses, projecting a surplus for Unionville Commons of approximately \$985,000
	E. Agency/commercial space revenue	Support Region's efforts to secure partner(s) for use of agency / commercial space for Unionville Commons, City of Markham (action carried over from 2022)	Partner(s) secured	Target Met	York Region will serve as the lead agency for a period of three to five years, with funding for the space provided to HYI by the Region

Status Legend:

	Target Exceeded		Target Met		Target not met		In Progress; action to continue in 2024		Action deferred ¹ /delayed or N/A for 2023
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Four-Year Actions	Key Performance Indicators	2023 Actions	2023 Target	Status	Details
		Develop/implement strategy to meet proforma for Unionville Commons, City of Markham (action carried over from 2022)	Minimum net neutral	Target Met	The Region's 2024 budget includes funding for the commercial space for the Region's use
		Support the Region's lead agency process ensuring neutrality for HYI for Whitchurch-Stouffville	Net neutral	Target Met	The Region's 2024 budget includes funding for the commercial space for the Region's use
	F. Manageable cost/unit based on incremental costs	Develop plan for manageable cost/unit for the Town of Whitchurch-Stouffville	Plan developed	Target Met	As part of the 2024 budget process, plan developed for operating revenue and expenses projected net neutral for first year of operations, dependent on occupancy date

Status Legend:

Target Exceeded	Target Met	Target not met	In Progress; action to continue in 2024	Action deferred ¹ /delayed or N/A for 2023
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2023 Annual Report

Accessible formats or communication supports are available upon request.
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