

The Regional Municipality of York

Committee of the Whole
Finance and Administration
May 13, 2021

Report of the Chief Administrative Officer

2019 to 2023 Strategic Plan Year 2 (2020) Progress Report

1. Recommendations

The Regional Clerk circulate this report to local municipalities.

2. Summary

This report provides a summary on the progress made in 2020, year two of the [2019 to 2023 Strategic Plan](#).

Key Points:

- In 2020, 23 of 31 (74%) of the *2019 to 2023 Strategic Plan* performance measures were trending in the desired direction (see Attachment 1). While most performance measures are trending in the right direction, the Region's Strategic Plan progress reporting is exception-based and provides explanations for performance measure variances. This method of reporting is rooted in the Region's value of accountability towards achieving Council's Vision of Strong, Caring, Safe Communities
- The Strategic Plan was developed to withstand changing operating environments by anchoring into core services to ensure the Region continues to meet its legislative obligations while remaining flexible and responsive to residents' needs. York Region accomplished a great deal in 2020 despite COVID-19's impacts. Throughout the COVID-19 pandemic, core services the Region provides did not change, although how the Region provides them in our changing operating environment may have changed, resulting in impacts to some performance measures

3. Background

The Strategic Plan sets out critical steps needed for the Region to move towards meeting Council's Vision

To achieve Council's Vision of Strong, Caring, Safe Communities, the Region sets priorities over each four-year term of Council through the Strategic Plan. The Strategic Plan alignment with Vision ensures that decisions made today set a course for the desired future.

On February 28, 2019, Council endorsed the [2019 to 2023 Strategic Plan](#) tabled with the *2019 to 2022 Regional Budget*. Strategic Plan progress reports are presented to Council annually. This report provides a summary on the progress made on performance measures in year two (2020) of the *2019 to 2023 Strategic Plan*.

Performance accountability considers York Region's specific contributions to the well-being of our communities

Performance accountability is measured through performance measures that capture how well a core service is working to contribute to our communities' well-being. Performance measures in the *2019 to 2023 Strategic Plan* are tracked to ensure that objectives are met, with variances reported to Council annually.

In March 2020, York Region declared a state of emergency in response to the COVID-19 pandemic

On March 23, 2020, York Region declared a state of emergency in response to the evolving COVID-19 pandemic. Throughout the pandemic, the province has put public health measures in place to limit the transmission of COVID-19. This resulted in the cancellation of organized events, closures of facilities and businesses and shutdown of non-essential services. York Region administrative facilities were closed to the public until further notice and included temporary disruption to some York Region programs and services. During these times of uncertainty and rapid change, the number one priority is protecting the health and safety of residents and all our communities.

4. Analysis

IMPACTS OF COVID-19 ON YORK REGION'S *2019 TO 2023 STRATEGIC PLAN*

The *2019 to 2023 Strategic Plan* was developed to withstand changing operating environments

The *2019 to 2023 Strategic Plan* was developed to withstand changing operating environments by anchoring the plan in core services to ensure the Region continues to meet its legislative obligations while remaining flexible and responsive to residents' needs. This approach was critical in maintaining progress during the COVID-19 pandemic.

The *2019 to 2023 Strategic Plan's* priorities, objectives, key performance measures and activities set for the four-year Council term are still relevant. Programs and services the Region provides have not changed even though how the Region provides them in our changing operating environment may have been impacted.

The annual progress report summarizes progress on the baseline trends over the four most recent data points available to create the baseline reference. As fluctuations can occur from year-to-year, it is more meaningful to report on the baseline trend as a four-year impact summary, rather than annual variance. While most performance measures are trending in the desired direction, the Region's Strategic Plan progress reporting is exception-based and provides explanations for performance measure variances. This method of reporting is rooted in the Region's value of accountability towards achieving Council's Vision of Strong, Caring, Safe Communities.

Highlighting York Region achievements during COVID-19

York Region accomplished a great deal in 2020 despite COVID-19's impacts. Here is a snapshot of what has been accomplished:

- Reached 5.26 million visits to york.ca and deployed new business solutions, dashboards and online projects to support pandemic response
- Achieved top scores in the Ontario Chief Drinking Water Inspector's report, with 99.98% of samples meeting provincial standards
- Completed 133 lane kilometres of road rehabilitation and 86 lane kilometres of road preservation projects
- Launched six electric buses to support our goal of zero greenhouse gas emissions by 2051
- Continued planning and development activity amid a global pandemic
- Received more than 30 awards and accreditations across various departments

Some performance measures were impacted by COVID-19

As a result of staff redeployments to the COVID-19 operational response and the temporary disruption to some Regional programs and services, some performance measures were impacted by the pandemic.

Two (2) performance measures have no data available:

- Percentage of 17-year-old students in compliance with *Immunization of Schools Pupils Act*
- Percentage of food service premises with a certified food handler at all times

Three (3) performance measures were not trending in the desired direction:

- Number of transit ridership per capita
- Percentage of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness
- Number of trees and shrubs planted annually through the Regional Greening Strategy Program

Attachment 2 provides a more detailed explanation of each performance measure and how they were impacted by the pandemic.

In 2020, the COVID-19 pandemic brought about major changes in the way people live, work and play. For example, all modes of travel were affected, even after restrictions were eased. Private vehicle travel fell sharply at the start of the lockdown but rebounded by year-end. There was a noticeable shift in traffic patterns as volumes became more uniform through the day. Some of these shifts may last well beyond the pandemic with better bearings on the future of York Region residents. For example, key partnerships were developed between York Region and partner agencies to coordinate and leverage services and funding opportunities for those impacted by COVID-19. These partnerships and lessons learned will help inform York Region service and response even after the pandemic ends.

2019 TO 2023 STRATEGIC PLAN PERFORMANCE MEASURES

Performance measures help demonstrate York Region’s specific contribution to the well-being of our communities. The Year 2 (2020) Progress Report summarizes progress on the baseline trends over four data points using 2016 as the baseline reference year where possible. As fluctuations can occur from year-to-year, it is more meaningful to report on the baseline trend as a four-year impact summary rather than annual variance.

74% of the Strategic Plan’s performance measures were trending in the desired direction

In 2020, 23 of 31 (74%) performance measures’ current baselines were trending in the desired direction (see Attachment 1).

The performance measure outlining the percentage of York Region clients receiving help to improve housing stability shows data not available due to data collection constraints. Working with community partners, York Region delivers several housing stability programs providing a range of shorter- and longer- term supports, including rent-gear-to-income subsidies, portable housing benefits, outreach, case management and counselling and emergency and transitional housing. In 2020, 9,244 households received help to improve housing stability – a slight increase from 9,236 households that received assistance in 2019. For the next progress report, staff will develop a method to report on the percentage of York Region clients receiving help to improve their housing stability.

Five performance measures were not trending in the desired direction

Five (5) out of 31 (16%) of the performance measures' current baseline trends were not trending in the desired direction (see Attachment 1):

- Number of transit ridership per capita (due to COVID-19)

The number of transit ridership per capita decreased significantly compared to previous years in 2020, reaching 9.5 million riders. Ridership was primarily impacted due to the COVID-19 pandemic with work-from-home initiatives, school closures and limitations on travel for leisure. In addition, the service area population of York Region decreased slightly in 2020 as select low performing routes were discontinued due to the ridership decline.

- Percentage of regional roads with sidewalks and/or dedicated bike lanes in urban areas

In 2020, 85% of regional roads have an adjacent sidewalk and/or dedicated bike lane in urban areas. This is a 1% increase compared to 2019. However, when comparing 2020 data (85%) with 2018 data (88%) as the baseline reference year, baseline trends for this performance measure are not trending in the desired direction. 2018 was the first year the percentage of regional roads with sidewalks and/or dedicated bike lanes in urban areas was measured. In 2019, the data collection methodology was refined to provide more accurate data by using multiple data sets, which has slightly lowered the percentage as reported in 2018. York Region continues to include pedestrian and cycling facilities as part of road improvement projects in partnership with local partners, and this trend is expected to be maintained or increase as the urbanization of the Region continues.

- Percentage of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness (due to COVID-19)

In 2020, 81% of individuals and families remain stably housed after six months who were previously homeless or at risk of homelessness. Overall housing retention in 2020 was comparable to 2019 despite the COVID-19 pandemic. However, due to the pandemic, York Region was unable to work with emergency housing providers that employ housing support works to provide support and capacity building to finalize an approach that ensures accurate and consistent data collection. Homelessness Community Programs plan to resume these conversations in 2021.

Recognizing that seniors and those experiencing homelessness, low income and other challenges faced higher risk to their health and safety, York Region moved quickly when the pandemic was declared to develop a coordinated response with key partners. An important early step was creating the COVID-19 Community Coordination Initiative with United Way Greater Toronto and other organizations. Using Access York, FindHelp 211 data, and information from surveys and consultation with agencies, partners identified major concerns across the Region and

looked for opportunities to work together to coordinate and leverage services and funding opportunities.

Finding new ways to provide shelter safely while seeking more stable housing was identified early in the pandemic and continues to be a priority. Working with the United Way Greater Toronto, local municipalities, private companies, community organizations and other partners, the Region was able to quickly open two new temporary shelters. These shelters have helped to stop the spread of COVID-19 into other emergency housing facilities in the Region.

- Number of trees and shrubs planted annually through the Regional Greening Strategy Program (due to COVID-19)

The number of trees and shrubs planted annually through the Regional Greening Strategy Program decreased in 2020 compared to previous years' achievements. In 2020 the target of 70,000 was nearly met with 60,539 trees and shrubs planted. Decreases were largely due to COVID-19-related safety concerns with accessing private property sites. Plantings missed in 2020 are anticipated to be made up in the coming years.

- Percentage of regional assets with a condition assessment rating of fair or better condition

The overall percentage of core assets with a condition assessment rating of fair or better decreased slightly in 2020 to 86%. This is due to aging road assets which did not have a sustainable funding source. In 2019, Regional Council approved drawing from the Asset Replacement Reserve to fund road assets.

Attachment 2 is an exception report summarizing these five performance measures. The summary outlines additional contributing factors for performance relating to each measure and activities planned to support future progress.

5. Financial

Costs associated with the delivery of the *2019 to 2023 Strategic Plan* are aligned with the multi-year budget. The 2021 to 2022 Regional Budget, approved on March 25, 2021, supports fiscal responsibility within a complex environment and continues to focus on delivering the key priorities of the *2019 to 2023 Strategic Plan*, while responding to fiscal challenges, including COVID-19 impacts and investments in capital infrastructure.

The financial impacts of COVID-19 on the Region in 2020 totaled approximately \$186.5 million. Senior government funding of approximately \$90 million helped offset the overall impacts, resulting in a net impact to the Region of \$96.5 million.

Impacts to the Region's budget directly affects the Region's ability to achieve the four key result areas of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. Reductions to planned contributions and budgetary allocations would have to be made up in future years, resulting in impacts on generations to come.

6. Local Impact

The Region's *2019 to 2023 Strategic Plan* shares similar strategic priorities as local municipalities. The progress made in year two of the Region's four-year Strategic Plan continues to support the strong alignment of strategic priorities profiled in many of the local municipalities' plans.

7. Conclusion

The Year 2 (2020) Progress Report provides Council with an update on how the Region is progressing towards meeting its strategic priorities. York Region accomplished a great deal in 2020 despite COVID-19's impacts on much of the operating environment. In Year 2 (2020), 74% (23 of 31) of performance measures are trending in the desired direction. This demonstrates York Region's dedicated commitment made in Year 2 in taking specific, implementable strategies and actions, while responding to COVID-19, to address turning and maintaining the curves of performance measures toward achieving the priorities captured in the Strategic Plan. It is recommended this report be circulated to local municipalities for their information.

For more information on this report, please contact Krista South, Executive Manager, Office of the Chief Administrative Officer at 1-877-464-9675 ext. 71208. Accessible formats or communication supports are available upon request.



Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

April 30, 2021
Attachments (2)
#12491234

2019 TO 2023 STRATEGIC PLAN YEAR 2 (2020) PROGRESS REPORT



SUMMARY: 23 of 31 = 74% of Performance Measures Trending in the Desired Direction

Result Area	Performance Measure	Historical Data			YEAR 1 2019	YEAR 2 2020	Baseline Trend
		2016	2017	2018			
Economic Vitality	Increase % of business engagements resulting in business retention, expansion and attraction	44%	45%	37%	53%	61%	●
	Maintain # of transit ridership per capita	20.7	20.8	20	19.8	9.5	●**
	Increase # of kilometres of bus rapidways	8.70	12.30	12.30	27.30	33.70	●
	Increase # of people and employment within 500 metres of transit	Data not available for reporting		241,000	257,000	265,000	●
	Maintain % of on-time performance on all transit routes	94.58%	94.14%	91.45%	91.48%	94.74%	●
	Increase # of road lane kilometres	4,174.51	4,229.70	4,265.12	4,293.00	4,318.00	●
Healthy Communities	Maintain % of residents that rate York Region as a safe place to live	96%	96%	94%	95%	96%	●
	Maintain police emergency (Priority 1) response time in minutes	7:12	7:06	7:00	6:50	6:44	●
	Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards	99.96%	99.93%	99.89%	100.00%	99.98%	●
	Increase % of regional roads with sidewalks and/or dedicated bike lanes in urban areas	Data not available for reporting		88%	84%	85%	●
	Increase % of 17-year-old students in compliance with Immunization of School Pupils Act	59.15%	86.43%	91.83%	92.00%	Data not available for reporting	▲**
	Increase % of food service premises with a certified food handler at all times	47%	52%	68%	77%	Data not available for reporting	▲**
	Increase % of York Region clients receiving help to improve their housing stability	Data not available for reporting					▲
	Maintain paramedic response time for emergency response services to meet Council approved targets	80%	78%	76%	76%	76%	●
	Increase # of advocacy activities related to long-term care beds	Data not available for reporting		3	13	10	●
	Decrease # of days to determine York Region residents' eligibility for social assistance	9	9	8	8	3	●
	Decrease # of children with an immediate need waiting for subsidized childcare	1,957	1,258	1,575	2,152	1,855	●
	Increase % of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness	Data not available for reporting			83%	81%	●**
Sustainable Environment	Maintain % of wastewater receiving treatment	99.99%	99.97%	99.99%	100.00%	99.97%	●
	Maintain % of residential solid waste diverted from landfill	91%	93%	94%	94%	93%	●
	Decrease # of megalitres of treated water consumed per 100,000 population	10,718	9,605	9,855	10,004	10,368	●
	Decrease # of per capita greenhouse gas emissions across Regional operations in tonnes	69.70	64.80	65.20	65.40	55.50	●
	Increase % of growth occurring within the built-up areas	44.5%	46.9%	59.3%	75.0%	59.0%	●
	Increase % of development applications meeting timeline commitments	Data not available for reporting			100%	100%	●
	Maintain # of trees and shrubs planted annually through the Regional Greening Strategy Program	93,188	85,464	101,122	102,332	60,539	●**
Good Government	Maintain / Improve comparative \$ of operating cost per unit of service*	0.86	0.91	1.00	1.01	0.95	●
	Increase % of public-facing transactions that can be completed online or with a mobile device	Data not available for reporting		60%	73%	75%	●
	Increase % of reserve-to-debt ratio	79%	86%	99%	111%	117%	●
	Maintain % of regional assets with a condition assessment rating of fair or better condition	Data not available for reporting		91%	90%	87%	●
	Maintain % of York Region residents that are satisfied with Regional government	86%	78%	75%	81%	87%	●
	Increase # of open data sets	163	177	214	228	228	●

*NOTE: 2018 as baseline year and considered trending in the right direction compared to inflation. 2020 data may be subject to change based on finalized FIR data.

LEGEND ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data
**Performance measures negatively impacted due to the COVID-19 pandemic.

Exception Report Summary

2019 to 2023 Strategic Plan Year 2 (2020) Progress Report – Performance Measures

Performance Measures Not Trending in the Desired Direction

Five (5) of 31 (16%) of the Strategic Plan’s performance measures’ current baseline trends were not trending in the desired direction (see Attachment 1):

- Number of transit ridership per capita (due to COVID-19)
- Percentage of regional roads with sidewalks and/or dedicated bike lanes in urban areas
- Percentage of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness (due to COVID-19)
- Number of trees and shrubs planted annually through the Regional Greening Strategy Program (due to COVID-19)
- Percentage of regional assets with a condition assessment rating of fair or better condition

Contributing factors for the performance of each of these measures are detailed below.

Performance Measures With No Data Available for Reporting

In 2020, three (3) performance measures had no data available for reporting:

- Percentage of 17-year-old students in compliance with *Immunization of Schools Pupils Act* (due to COVID-19)
- Percentage of food service premises with a certified food handler at all times (due to COVID-19)
- Percentage of York Region clients receiving help to improve their housing stability

Explanations for the lack of data for each of these measures are detailed below.

Performance Measures Not Trending in the Desired Direction



ECONOMIC VITALITY

Maintain number of transit ridership per capita

The number of transit ridership per capita decreased significantly compared to previous years in 2020, reaching 9.5 million riders. Ridership was primarily impacted due to the COVID-19 pandemic with work-from-home initiatives, school closures and limitations on travel for leisure. In addition, the service area population of York Region decreased slightly in 2020, as select low performing routes were discontinued due to the ridership decline. However, Mobility On-Request service areas were expanded. In 2020, there were 9.5 million transit riders across the York Region Transit system.

Over the past few years, transit ridership has been decreasing as a direct result of decrease to revenue service hours and impacts from construction. Revenue service hour decreases have been a result of budgetary restraints to pay for capital expenditures. A clear trend was identified between construction areas and corresponding ridership. In areas where construction was occurring, ridership in those corridors and routes connecting to them decreased due to increased travel times and delays.

The regional road network continues to be under pressure due to significant growth across York Region. To manage this demand on our regional roads, highways and transit system, the Region is continuing to focus providing mobility for all modes of travel (walking, cycling, transit and auto uses) through improved transit services, development of complete and walkable communities, improved network infrastructure and connections as well as promoting active transportation through the implementation of cycling facilities.



HEALTHY COMMUNITIES

Increase percentage of regional roads with sidewalks and/or dedicated bike lanes in urban areas

In 2020, 85% of regional roads have an adjacent sidewalk and/or dedicated bike lane in urban areas. This is a 1% increase compared to 2019. This increase indicates that regional road segments added in 2020 included a sidewalk and/or bicycle lane adjacent to it, or that additional sidewalks and/or bicycle lanes were added to existing road segments.

However, when comparing 2020 data (85%) with 2018 data (88%) as the baseline reference year, baseline trends for this performance measure are not trending in the desired direction. 2018 was the first year the percentage of regional roads with sidewalks and/or dedicated bike lanes in urban areas was measured. This performance measure illustrates the number of regional roads that have a sidewalk or bike lane adjacent to it and relies on municipal data sets inputted by York Region local municipalities into the Spatial Data Warehouse. In 2019, the data collection methodology was refined to provide more accurate data by using multiple data sets, which has slightly lowered the percentage as reported in 2018. As the data sets are refined each time entered, there may be a change in municipal data sets entered and slight fluctuations may appear due to data reporting becoming more accurate. York Region continues to include pedestrian and cycling facilities as part of road improvement projects in partnership with local partners, and this trend is expected to be maintained or increase as urbanization of the Region continues.

Increase percentage of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness

In 2020, 81% of individuals and families remain stably housed after six months who were homeless or at risk of homelessness. Overall housing retention in 2020 was comparable to 2019 despite the COVID-19 pandemic. However, due to the pandemic, York Region was unable to work with emergency housing providers that employ housing support workers to provide support and capacity building to finalize an approach that ensures accurate and consistent data collection. Homelessness Community Programs plan to resume these conversations in 2021.

Recognizing that seniors and those experiencing homelessness, low income and other challenges faced higher risk to their health and safety, York Region moved quickly when the pandemic was declared to develop a coordinated response with key partners. An important early step was creating the COVID-19 Community Coordination Initiative with United Way Greater Toronto and other organizations. Using Access York, FindHelp 211 data, and information from surveys and consultation with agencies, partners identified major concerns across the Region and looked for opportunities to work together to coordinate and leverage services and funding opportunities.

Finding new ways to provide shelter safely while seeking more stable housing was identified early in the pandemic and continues to be a priority. Working with the United Way Greater Toronto, local municipalities, private companies, community organizations and other partners, the Region was able to quickly open two new temporary shelters. These shelters have helped to stop the spread of COVID-19 into other emergency housing facilities in the Region.

This measure excludes clients for whom 'housing status' was unknown or unavailable at 6 months, and may not reflect unique customers, as it is possible to access multiple programs in a calendar year.



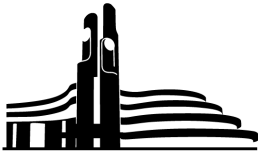
SUSTAINABLE ENVIRONMENT

Maintain number of trees and shrubs planted annually through the Regional Greening Strategy Program

The number of trees and shrubs planted annually through the Regional Greening Strategy Program decreased in 2020 compared to previous years' achievements. In 2020, the target of 70,000 was nearly met with 60,539 trees and shrubs planted. Decreases were largely due to COVID-19 related safety concerns with accessing private property sites. Plantings missed in 2020 are anticipated to be made up in coming years.

In addition, the cancellation of tree planting programs in 2020 by the Lake Simcoe Region Conservation Authority (LSRCA) and reduced tree planting capacity from other partners contributed to the significant decline. Plantings missed in 2020 are anticipated to be made up in the coming years, with LSRCA indicating most 2020 plantings will be completed in 2021.

Since 2009, a total of 1,041,312 trees and shrubs have been planted in the Region. Over the same period, annual plantings have ranged from approximately 46,000 to over 100,000. These numbers do not include tree plantings associated with infrastructure projects.



GOOD GOVERNMENT

Maintain percentage of regional assets with a condition assessment rating of fair or better condition

This performance measure includes only service areas deemed as "core assets" per O.Reg 588/17. (e.g. Water/Wastewater, Roads).

In 2020, the percentage of regional assets with a condition assessment rating of fair or better condition decreased slightly in 2020 to 86%. This is due to aging road assets which did not have a sustainable funding source. In 2019, Regional Council approved drawing from the Asset Management Reserve to fund road assets.

The Region continues improving asset management practices to better understand risks and vulnerabilities to service delivery and better link asset management decision-making with broader provincial acts and regulations, corporate policies, plans and budgets. Corporate Asset Management's last report to council was in 2018, whereby the Region completed its first

Corporate Asset Management Plan and an update to the Corporate Asset Management Policy. Prior to the next update to the Corporate Asset Management Plan, the Region is working to define current and future Level of Service across all service infrastructure areas.

Water/Wastewater assets:

- In 2020, approximately 94% of the water/wastewater asset portfolio is in fair or better condition, which is unchanged from the previous reporting year
- All water and wastewater assets rated in poor or very poor condition have been programmed for rehabilitation or replacement

Transportation assets:

- In 2020, the decline in condition assessment rating is due to aging road assets and funding limitations in the past few years
- Transportation staff have been tracking this expected decline in condition and have been working with Finance to create a sustainable funding source. In 2019, Council approved an Asset Replacement Reserve which is now used to support road asset funding

Performance Measures With No Data Available for Reporting



HEALTHY COMMUNITIES

Increase percentage of 17-years-old students in compliance with the *Immunization of School Pupils Act (ISPA)*

For the 2019 / 2020 school year, there were 9,853 17-year-old students enrolled in York Region District School Board (YRDSB) schools. At the end of *Immunization of School Pupils Act (ISPA)* enforcement activities in the first quarter of 2020, 9,782 were in compliance (99.3 per cent) and only 71 (0.7 per cent) were suspended. Compared to previous school years where ISPA was enforced among 17-year-old YRDSB cohorts, the number of individual students suspended was low.

York Region staff redeployments to the COVID-19 operational response resulted in only Q1 enforcement activities for YRDSB schools being completed resulting in 2020 data not comparable to previous years.

Increase percentage of food service premises with a certified food handler at all times

Due to the COVID-19 response, all certified food handler promotions and workshops were cancelled as of March 16, 2020 until further notice resulting in 2020 data not comparable to previous years.

Increase percentage of York Region clients receiving help to improve their housing stability

The performance measure outlining the percentage of York Region clients receiving help to improve housing stability shows data not available due to data collection constraints. Working with community partners, York Region delivers several housing stability programs providing a range of shorter- and longer- term supports, including rent-geared-to-income subsidies, portable housing benefits, outreach, case management and counselling and emergency and transitional housing. In 2020, 9,244 households received help to improve housing stability – a slight increase from 9,236 households that received assistance in 2019. For the next progress report, staff will develop a method to report on the percentage of York Region clients receiving help to improve their housing stability.