



2025 TO 2028 HOUSING YORK INC. STRATEGIC PLAN

HYI Board of Directors Meeting
JUNE 5, 2025

Karen Antonio-Hadcock, General Manager, Housing York Inc.
Joshua Scholten, Director, Housing York Inc.

Mosaic House in the Town of Whitchurch-Stouffville

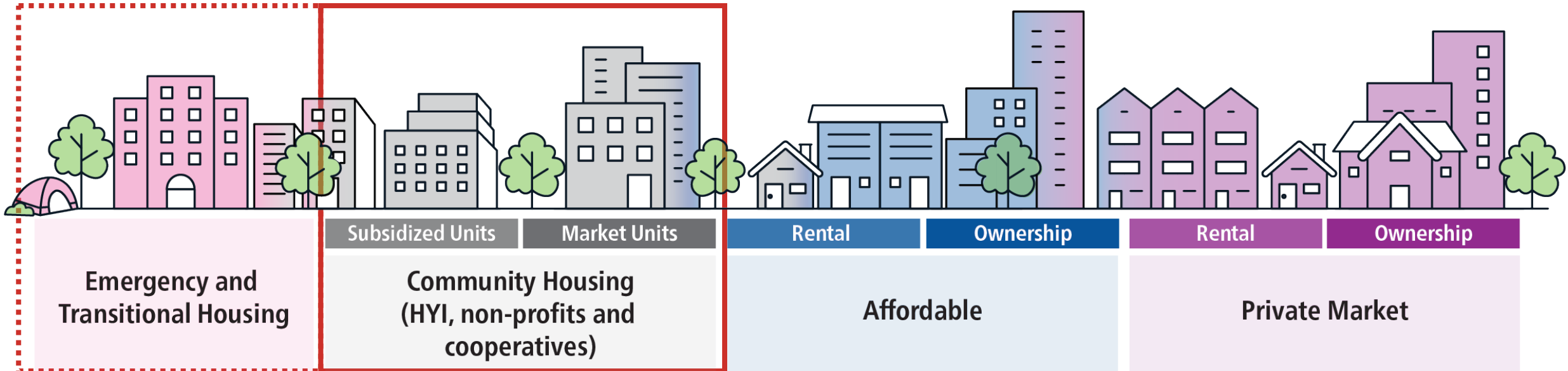


OUTLINE

1. Background and context:
 - HYI's role in the housing system
 - 2021 to 2024 HYI Strategic Plan Results
2. Approach to developing the 2025 to 2028 HYI Strategic Plan and overview of resident and asset management needs
3. Proposed 2025 to 2028 HYI Proposed Strategic Plan

HOUSING YORK INC. IN THE HOUSING SYSTEM

HYI is one of 43 community housing operators in York Region, delivering essential subsidized and market rental housing options for households with low and moderate incomes.



HOUSING YORK INC.

HYI Communities:

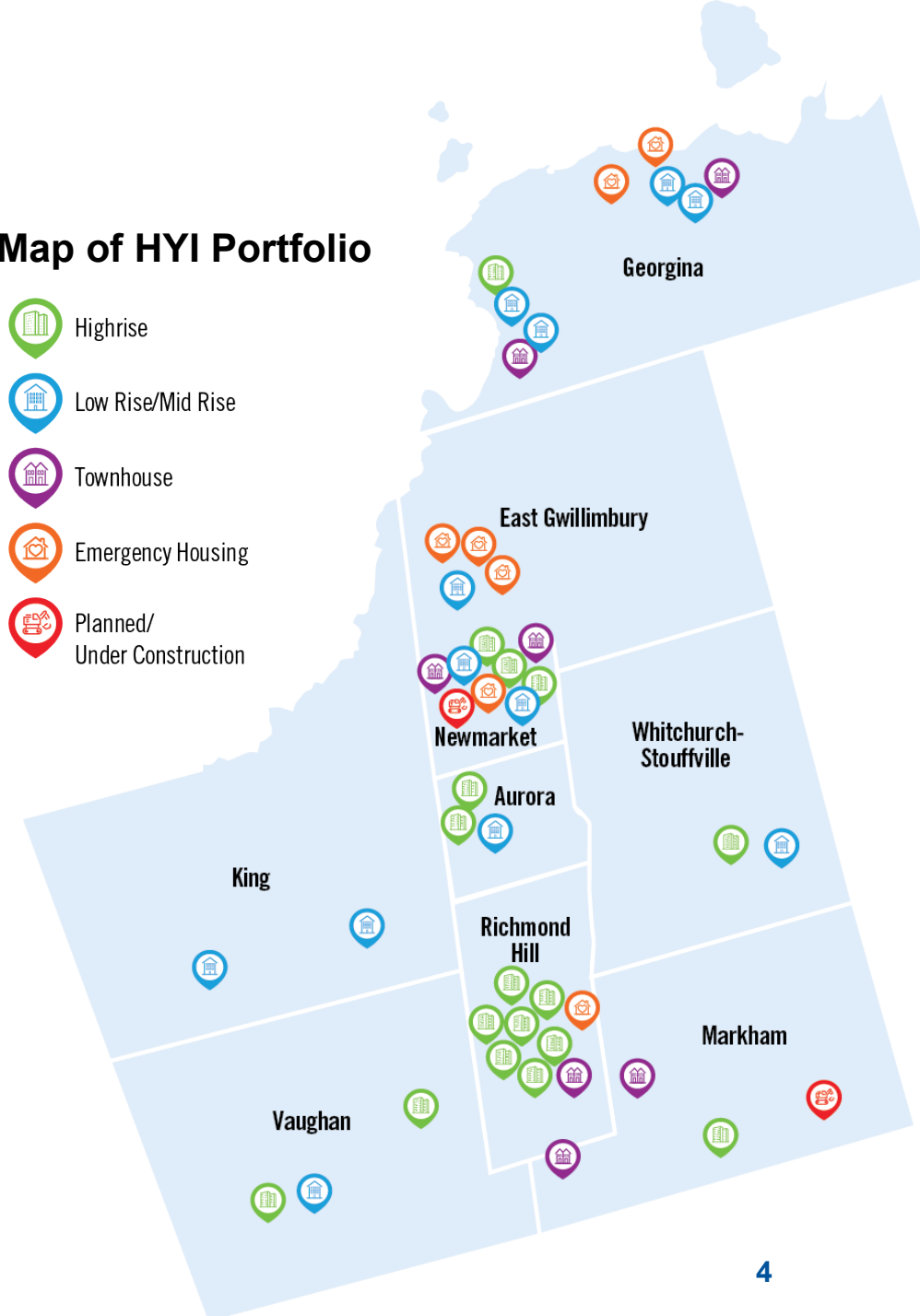
- Largest community housing operator in York Region
- Provides housing to over 4,500 residents in 3,124 units in all nine local municipalities
- Welcomed 158 new households in 2024
- Approximately 78% of units are subsidized

HYI Role:

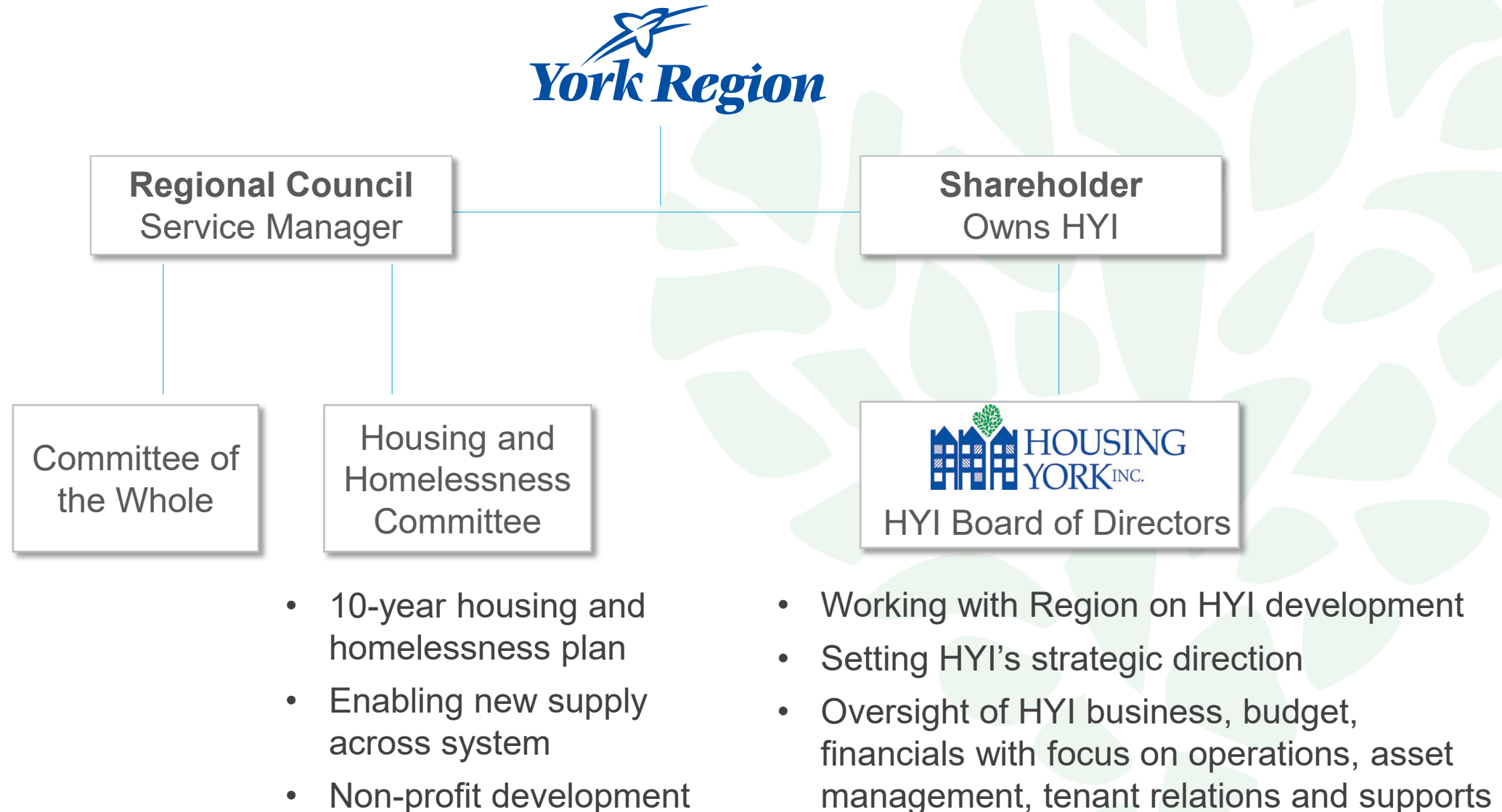
- Manages building operations and repairs, ensures properties are well-maintained and financially sustainable
- Supports successful tenancies and resident engagement
- Provides operations and maintenance services to support safe, high-quality emergency and transitional housing

Map of HYI Portfolio

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



ORGANIZATIONAL STRUCTURE



2021 TO 2024 HYI STRATEGIC PLAN RESULTS



PRIORITY 1:

Expanded Housing Portfolio

- Regional development enabled HYI to exceed target to double rate of growth
- Began operating or managing three new properties under this plan:
 - Unionville Commons
 - The Bridge
 - Passage House



PRIORITY 2:

Inclusive Communities and Successful Tenancies

- Accessibility audits completed for all properties
- Exceeded target to preserve tenancies at-risk due to rent arrears
- Exceeded target for new and sustained partnerships and programming



PRIORITY 3:

Financial Sustainability

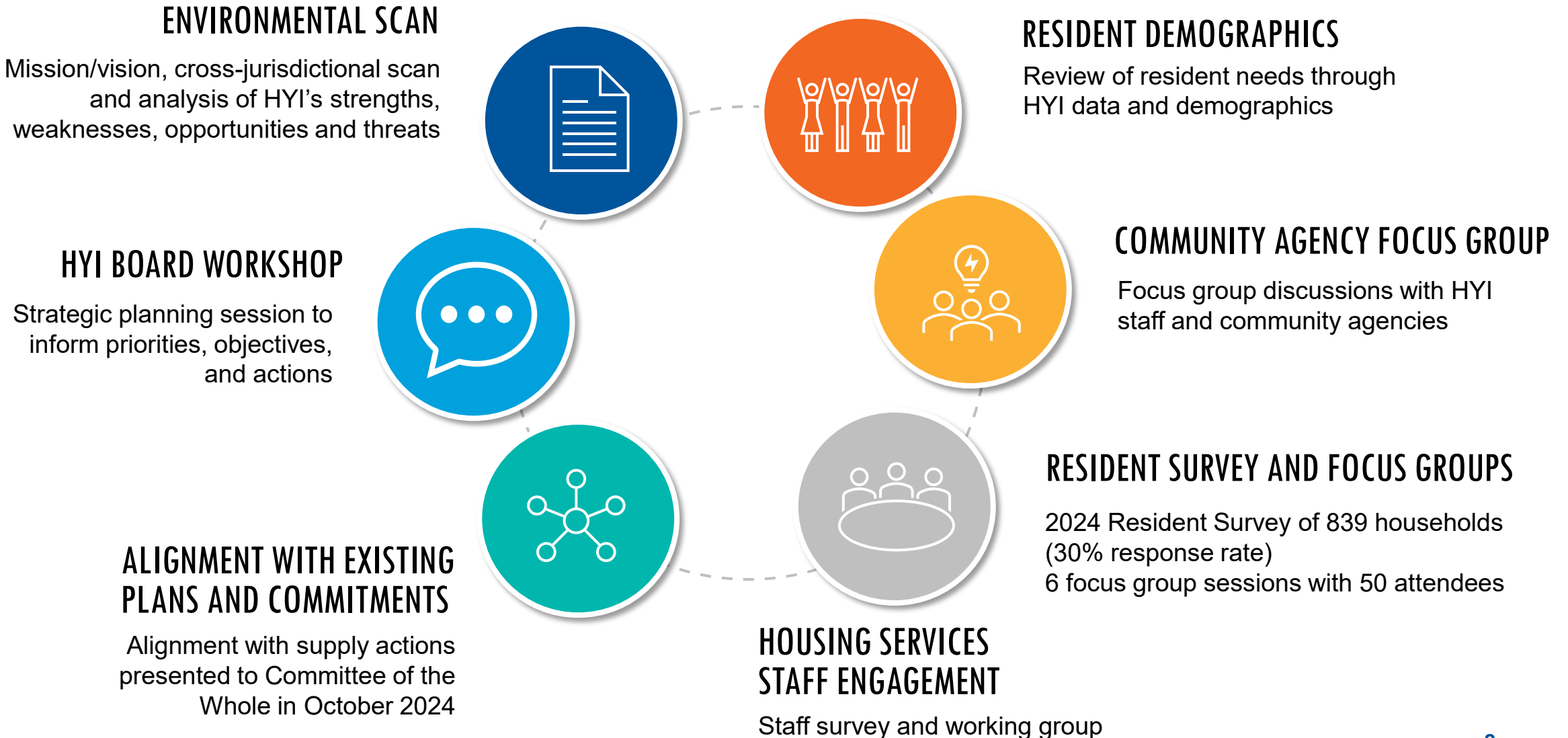
- Exceeded target for GHG reductions from energy enhancements
- Exceeded target for resident satisfaction with maintenance services
- Exceeded financial targets for Mosaic due to Federal/Provincial funding secured





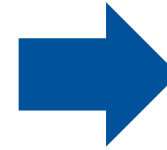
DEVELOPING THE 2025 TO 2028 HOUSING YORK INC. STRATEGIC PLAN AND RESIDENT AND ASSET MANAGEMENT NEEDS

INFORMING THE 2025 TO 2028 HYI STRATEGIC PLAN



WHAT WE HEARD: KEY THEMES

- **Increasing HYI's portfolio** continues to be a top priority, with a focus on building and strengthening partnerships with private sector and local municipalities and continuing to leverage innovative construction techniques
- **Sustaining existing stock** and maintaining a good state of repair is critical. Redevelopment options should be explored for buildings reaching the end of their useful life
- Residents indicated that programs related to recreation, community safety, physical health and food security were of interest. The Board also recognizes **residents' needs are becoming more complex**, and new solutions are needed to support them.
- The Board and HYI staff identified the need to **digitize internal processes to improve efficiency**, enhance the resident experience, and increase awareness of programs and services available to residents.



The 2025 to 2028 HYI Strategic Plan builds on existing priorities and actions of the previous plan in alignment with consultation findings

HYI PORTFOLIO

COMMUNITY HOUSING

38

Number of apartment and townhouse rental properties owned by HYI (3,124 units)

EMERGENCY AND TRANSITIONAL HOUSING

7

Number of emergency and transitional housing facilities owned by HYI

REPLACEMENT VALUE

\$1.53B

Cost of replacing HYI's portfolio (2024)

AGE

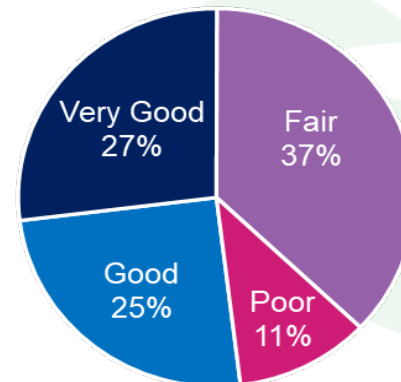
30.6 years

Average age of HYI portfolio (2024)

FACILITY CONDITION INDEX

Good

Overall FCI of HYI properties (2024)



CAPITAL INVESTMENTS

\$12.6M

Invested in capital repair and replacement projects (2024)

CHALLENGES: HOUSING PEOPLE WITH COMPLEX NEEDS



PROPOSED 2025 TO 2028 HOUSING YORK INC. STRATEGIC PLAN

PROPOSED 2025 TO 2028 HYI STRATEGIC PLAN

What we're already doing:



Increased HYI's portfolio

- Planning to receive and operate new developments once completed by the Region
- Influencing progressive building techniques and forms of contract



Maintained good state of repair

- Prioritizing sustainability, energy efficiency and modernization
- Informing the Region's advocacy to senior levels of government on funding needed for capital repairs and new developments



Supported residents' needs

- Ensuring residents are connected to a broad range of programs and services, and working with local municipalities to raise awareness of programs
- Working with community agencies to deliver services and meaningful support to residents and expanding support to individuals and families with vulnerable and complex tenancies



Implemented efficiencies and continuous improvement

- Implementing digitized notices for timely and relevant resident communications
- Upgrading and improving HYI's property management system
- Continuing to work in partnership with the Region to leverage innovative construction techniques

PROPOSED 2025 TO 2028 HYI STRATEGIC PLAN

Where we want to be after four years:



Increased HYI's portfolio

- Managed move-ins for Mosaic House, Town of Whitchurch-Stouffville (97 units)
- Received 62 Bayview Parkway, Town of Newmarket and Box Grove, City of Markham for operation (400 units)
- Worked with the Region to inform new developments



Maintained good state of repair

- Portfolio Management Plan completed that considers asset management and redevelopment potential
- Improved condition of HYI buildings
- More integrated accessibility features to support residents' changing needs



Supported residents' needs

- Increased awareness of services
- New partnerships for supports that are important to residents
- Reduced wait times for social work services



Implemented efficiencies and continuous improvement

- Improved resident experience through operational efficiencies
- Realigned resources through technology enhancements
- 2026-2030 Energy and Utilities Management Plan completed and decarbonization roadmap established

PROPOSED 2025 TO 2028 HYI STRATEGIC PLAN

Objectives



PRIORITY 1: Sustain and Increase HYI's Portfolio

- Plan effectively to enable portfolio growth and asset management
- Collaborate with the Region to expand HYI portfolio
- Sustain existing HYI portfolio



PRIORITY 2: Encourage Resilient Communities and Successful Tenancies

- Encourage resident well-being, promote healthy living, and help residents thrive in their community
- Advance resilient communities where residents feel a sense of belonging, inclusivity, and safety
- Build capacity to support complex and vulnerable tenancies



PRIORITY 3: Drive Innovation and Continuous Improvement

- Improve resident experience and support operational efficiencies through data and technology
- Implement climate change and energy conservation measures to enhance resilience of HYI buildings

PRIORITY 1: SUSTAIN AND INCREASE HYI'S PORTFOLIO

Examples of Actions	Examples of KPIs and Targets
1.1 Plan effectively to enable portfolio growth and asset management	
<ul style="list-style-type: none"> Collaborate with Region to: <ul style="list-style-type: none"> Review and update HYI development model and design standards Develop financial strategy for new HYI projects (including acquisitions) Update pipeline list, including new projects and redevelopment Influence progressive building techniques and forms of contract, considering operational and asset management needs 	<ul style="list-style-type: none"> % new community housing, emergency and transitional housing projects in the Region's pipeline advanced for inclusion in HYI's portfolio (85%)¹ % buildings planned for redevelopment/divestiture with comprehensive asset management plans (100%)¹
1.2 Support Region to expand HYI Portfolio	
<ul style="list-style-type: none"> Support Region's planning and development efforts to: <ul style="list-style-type: none"> Advance HYI units in planning and development ready for construction Complete construction of new HYI development(s) Advance new/replacement emergency & transitional housing projects 	<ul style="list-style-type: none"> # community housing units turned over to HYI (Minimum 400 completed over 4 years) # new emergency & transitional facilities turned over to HYI (2)
1.3 Sustain existing HYI portfolio	
<ul style="list-style-type: none"> Prepare long-term capital reserve fund studies and capital plans Deliver capital renewal projects to improve building condition Integrate and expand accessibility features in projects 	<ul style="list-style-type: none"> Condition grade for HYI portfolio (FCI <5%)² Minimum % planned preventative maintenance spend (60%) vs. responsive (40%)

¹ Based on PMP and available budget ² For assets not planned for divestiture and redevelopment

PRIORITY 2: ENCOURAGE RESILIENT COMMUNITIES AND SUCCESSFUL TENANCIES

Examples of Actions

Examples of KPIs and Targets

2.1 Encourage resident well-being to help residents thrive

- Deliver meaningful supports to residents through internal collaborations and partnerships with community agencies
 - Partner with local municipalities to connect residents to programs, and raise awareness
- # new and sustained partnerships with community agencies **(10)**
 - % program participants that will use information learned **(80%)**

2.2 Advance resilient communities (residents feel sense of belonging, inclusivity and safety)

- Strengthen community resilience through internal partnerships and partnerships with community agencies to enhance community safety, build sense of belonging, advance diversity and inclusion initiatives
 - Pilot preventative safety outreach program
- # collaborations with local municipalities that build awareness of programs **(9)**
 - % safety outreach program participants that feel safer and supported in their community **(80%)**

2.3 Build capacity to support complex and vulnerable tenancies

- Conduct needs assessment and review best practices
 - Expand supports for individuals and families with complex needs
 - Review future staffing and resource needs to advance culture of care
 - Identify opportunities and implement tools early in tenancy management process to mitigate financial evictions
- Average wait time for Social Worker or Family Support Worker **(45 days)**
 - Total value of tenant arrears mitigated **(Arrears under 1.5% of rent revenue AND less than 10% of households)**

PRIORITY 3: DRIVE INNOVATION AND CONTINUOUS IMPROVEMENT

Examples of Actions

Examples of KPIs and Targets

3.1 Improve resident experience and support operational efficiencies through data and technology

- Develop and execute implementation plan for property and asset management software
- Continue to implement technology for timely and relevant resident communications
- Implement CCTV and remote access control
- Maintain or exceed resident satisfaction rates **(72%)**
- Response times for resident maintenance requests **(95% completed within 5 business days)**

3.2 Implement climate change and energy conservation measures to enhance resilience of HYI buildings¹

- Develop 2026-2030 Energy and Utilities Management Plan (EUMP)
- Implement approved climate change and energy conservation measures
- Maximize available incentive and grant programs offered by senior governments and provincial energy providers to offset capital investments
- Measure and verify GHG reduction on an annual basis relative to the plan
- Federal/Provincial capital funding for initiatives **(Pursue relevant funding for eligible projects)**
- # properties that received climate change and energy conservation upgrades **(Target to be based on EUMP)**
- Reduce annual GHG emissions **(Target to be based on EUMP)**

¹ Actions contingent upon approval of the 2026-2030 EUMP and available funding. EUMP may be eligible for funding through the Ministry of Energy.

BUDGET ALLOCATES RESOURCES TO STRATEGIC PLAN PRIORITIES

Annual Business Plans and Budgets operationalize each year of the Strategic Plan:

- 2025 actions managed through existing resources based on 2025 Business Plan and Budget
- Financial implications to be considered through annual budget process, starting in 2026
- Expanding HYI portfolio requires capital investment from Region and senior governments
- Staffing to support implementation dependent on Region

2025 TO 2028
HOUSING YORK INC.
STRATEGIC PLAN

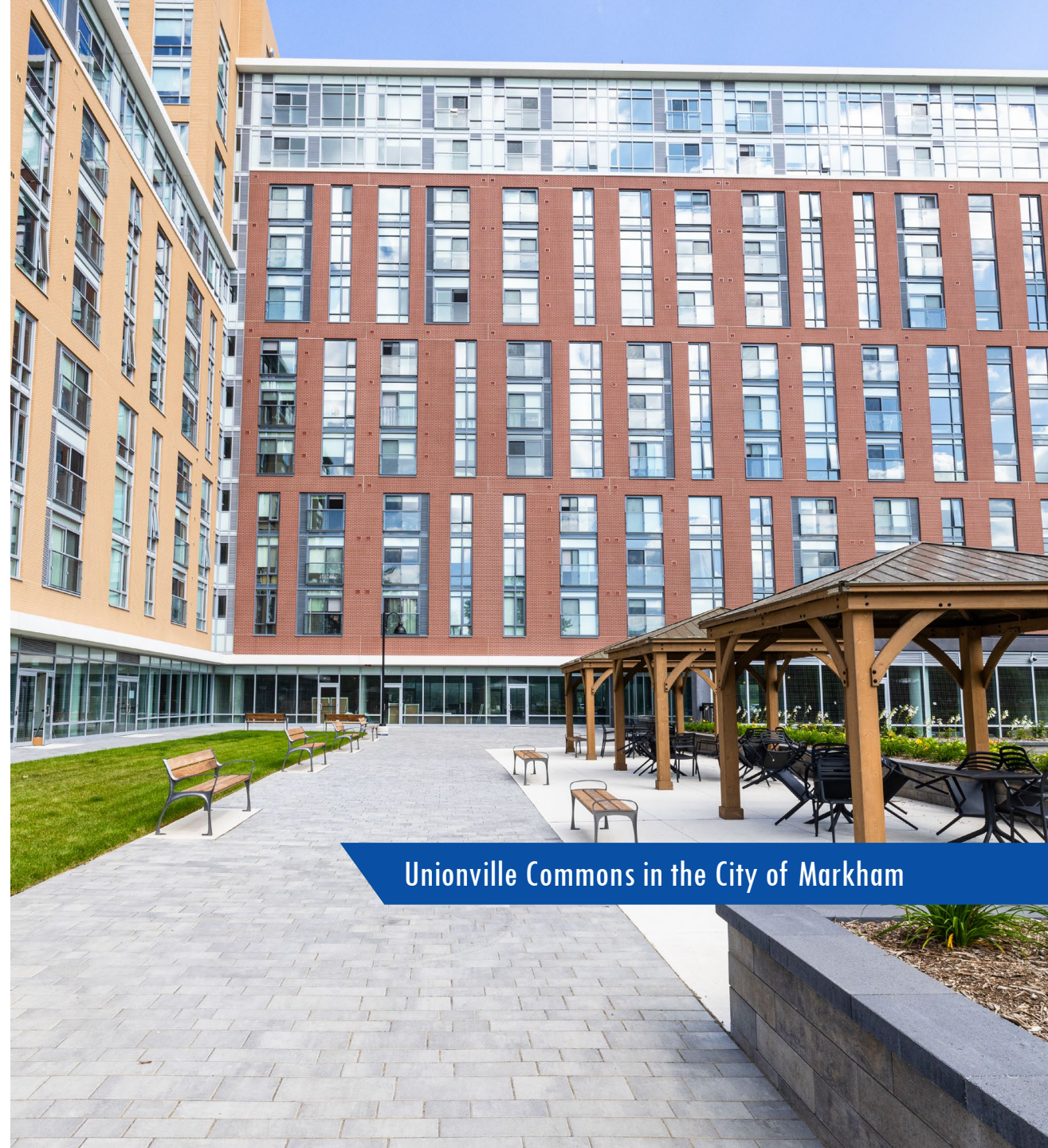


2026
HOUSING YORK INC.
BUSINESS PLAN

2026
HOUSING YORK INC.
BUDGET

SUMMARY

It is recommended the Board of Directors **approve the proposed 2025 to 2028 Housing York Inc. Strategic Plan**



Unionville Commons in the City of Markham

QUESTIONS?

For more information:

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