



Report of the General Manager

2025 to 2028 Housing York Inc. Strategic Plan

Recommendation

Housing York Inc. Board of Directors approve the 2025 to 2028 Housing York Inc. Strategic Plan (Attachment 1).

Summary

This report seeks Board approval of the Housing York Inc. (HYI) 2025 to 2028 Strategic Plan (Attachment 1). HYI's current strategic plan, [Building Better Together](#), concluded in 2024.

Key points:

- As the local housing corporation owned by York Region, HYI has an important role in supporting the Region's housing goals
- 2025 to 2028 Strategic Plan builds on previous successes achieved under the 2021 to 2024 Strategic Plan. A comprehensive approach was used to develop the plan, and reflects feedback from the Board of Directors, residents, community agencies, Regional staff and aligns with supply actions presented to York Region's Committee of the Whole in [October 2024](#)
- HYI is experiencing effects of continued pressures on York Region's community housing system, including a growing need for supply, aging assets, and residents with increasingly complex needs. While HYI has had success sustaining and increasing its portfolio and supporting residents' needs, more needs to be done to help contribute to York Region's housing priorities while ensuring long-term financial sustainability
- The Strategic Plan includes strategic priorities focused on working with York Region to sustain and increase HYI's portfolio, encouraging resilient communities and successful tenancies, and driving innovation and continuous improvement. Collaborations with local municipalities, community agencies and private sector, as well as investment from senior levels of government are essential to achieving progress under the plan

Background

Housing York Inc. provides subsidized and market rent housing to over 4,500 residents, with strategic direction provided by the Board of Directors

HYI is the largest of 43 community housing operators in York Region, responsible for owning and operating 38 sites with 3,124 units (46% of the overall community housing portfolio). HYI

manages building operations, ensures properties are well-maintained and financially sustainable, supports successful tenancies and promotes resident engagement. HYI also provides property maintenance services for seven emergency and transitional housing facilities to support York Region's homelessness response. Safe, secure and affordable housing is a key social determinant of health and HYI's success contributes to the health and wellbeing of its residents.

HYI is governed by a Council-appointed Board of Directors. The Board's responsibilities include setting HYI's strategic direction in alignment with Shareholder direction, providing strategic oversight of business, and approving HYI's budgets, annual reports and audited financial statements.

The 2021 to 2024 Strategic Plan supported Housing York Inc. to expand its portfolio, support residents, and ensure financial sustainability

In [November 2020](#), the Board approved the 2021 to 2024 Strategic Plan with three priorities: expanded housing portfolio, inclusive communities and successful tenancies, and financial sustainability. HYI has achieved success under each of these priorities. Highlights include:

- The Region exceeded the target of 480 units in planning and development, to double the rate of growth of HYI communities
 - Unionville Commons in the City of Markham was opened in January 2024, which added 265 new units to HYI's portfolio. Mosaic House welcomed residents in March 2025, adding 97 units to the Town of Whitchurch-Stouffville. Both properties were turned over to HYI for operations and management.
 - York Region also advanced units in planning and development, including approximately 400 total community housing units at 62 Bayview Parkway in the Town of Newmarket and the Box Grove neighbourhood in the City of Markham, both of which will be operated by HYI
- The Region advocated for Federal and Provincial funding and collaborated with local municipalities to secure grant funding to advance HYI projects. From 2021 to 2024, approximately \$42 million in Federal and Provincial funding was leveraged to advance HYI projects, exceeding the target of \$28.6 million
- Continued to provide great service to residents and support successful tenancies. Approximately 90%, or 1,318 residents find HYI staff helpful, and 94%, or 1,424 residents regard them as respectful, exceeding the targets of 87% and 93% respectively. Approximately 99%, or 340 tenancies at risk for rent arrears preserved, exceeding the target of 97%

Additional accomplishments are included in the 2024 Annual Report, presented to the Board in June 2025.

Housing York Inc. has an important role in helping York Region advance its goals for the housing system

Housing affordability challenges persist in York Region, and in many ways, worsen. The low supply of affordable housing options means York Region has the highest proportion of owners (27% or 86,240 households) and renters (47% or 32,490 households) spending 30% or more of their income on housing across the Greater Toronto and Hamilton Area. Since 2014, the subsidized housing wait list increased by 60%, from about 11,500 applicants to 18,419 applicants waiting for a subsidized unit in 2024. During the same period, an average of 436

households were housed each year, including in HYI communities. The supply of affordable housing has not kept pace with demand.

As Service Manager, the Region is responsible for planning, managing, and administering funding for York Region's overall housing and homelessness system, based on local needs and in accordance with its 10-year housing and homelessness plan. In [October 2024](#), Council received actions to increase affordable and community housing supply under the next 10-year housing and homelessness plan, while development of the next 10-year plan is underway pending release of new Provincial requirements. As the Region's local housing corporation, HYI is a critical component of the housing system and the 2025 to 2028 HYI Strategic Plan defines how HYI intends to contribute to these actions presented to Council.

Housing York Inc. residents' needs are becoming increasingly complex

Housing York Inc. is committed to fostering healthy communities so residents can continue to live, work and age in the right place. HYI residents are experiencing increasingly complex challenges related to aging demographics, mental health, and disabilities, and more applicants are approved for Special Priority on York Region's subsidized housing wait list as survivors of domestic abuse and human trafficking.

The median household income for HYI's subsidized residents is \$21,072, which is significantly lower than York Region's median household income of \$112,000 (2021 Census Release Report). HYI residents are often on fixed incomes such as Ontario Works, Ontario Disability Support Program and government pensions and there is little to no housing options available to this segment of residents. In addition, 36% of HYI subsidized residents identify as a person with a disability compared to an estimated 20% of overall York Region residents. In [March 2024](#), Council approved the [York Region Plan to Support Seniors](#) which highlights that by 2031, the number of seniors aged 65 and over is expected to double. Approximately 59% of HYI subsidized residents are over the age of 65 and one in five residents are over the age of 80. In comparison, 17% of York Region's total population is over the age of 65.

HYI's 2024 Resident Survey, presented to the Board in [June 2024](#), demonstrated that 57% or 476 residents did not feel or were unsure if the right community programs were available to them. 70%, or 528 of those surveyed felt very included or somewhat included in their community, but 9% or 68 residents felt somewhat or very excluded from their community. Residents also indicated interest in programs related to recreation, arts and hobbies, community safety and food access. The 2025 to 2028 HYI Strategic Plan provides the opportunity to address these barriers and help ensure residents feel connected to their communities.

HYI continues to focus on long-term sustainability and financial performance to support effective operations and ensure assets remain in a good state of repair now and in the future

In [November 2017](#), the Board approved a comprehensive long-term fiscal plan that guides HYI's operations and includes a reserve strategy that sets goals and objectives for HYI's reserves, an Operating Surplus Policy for allocating operating surpluses, and Investment Policy for prudent management of working capital and reserves. HYI's buildings are well-maintained; however, as buildings age and approach the end of their useful lives, it is essential to ensure adequate contributions to capital reserves to maintain a state of good repair in the immediate and long-term.

Analysis

Development of the 2025 to 2028 Housing York Inc. Strategic Plan included review of residents’ needs, feedback from the Board, and key demographic and portfolio data

In 2024, HYI conducted a comprehensive resident survey and engagement sessions to gather data from residents. Findings were used to inform strategic priorities and actions in the plan. In-person engagements with residents and community agencies were conducted to validate findings from resident surveys and identify further opportunities to enhance resident supports. Resident demographic data was also reviewed to ensure a thorough understanding of evolving needs. Consultation findings from residents provided valuable insights into community needs. Residents expressed strong interest in programs related to recreation, community safety, physical health and food security. Residents also indicated a lack of awareness of existing social work programs available and expressed interest in programs related to social inclusion. These findings have informed the strategic priorities and actions of this plan.

The Board was also engaged through a workshop in October 2024 to confirm HYI’s mission and vision, inform strategic priorities, actions, key performance indicators and targets, and members reviewed the draft plan. Key themes from the Board workshop included a continued focus on sustaining and increasing HYI’s portfolio, including the exploration of redevelopment options for buildings reaching the end of their useful life. The Board also recognized the importance of bringing forward solutions to address residents’ increasingly complex needs.

The 2025 to 2028 Strategic Plan priorities enable Housing York Inc. to respond to a complex housing landscape with a focus on its assets, residents, innovation and continuous improvement

As housing challenges continue to evolve, HYI must position itself to respond while also remaining financially sustainable for the future. The 2025 to 2028 Strategic Plan builds on progress of the previous plan, with a continued focus on sustaining and increasing HYI’s portfolio and supporting residents and communities. A new priority focused on innovation and continuous improvement will help ensure HYI is best positioned to maximize resources, enhance service delivery, and respond to residents’ changing needs. Proposed priorities, objectives and examples of results are included in Table 1.

Table 1
2025 to 2028 Objectives and
Examples of Key Results

Strategic Priority	Objectives	Examples of Results
Priority 1: Sustain and Increase HYI Portfolio	<div><div>1. Plan effectively to enable portfolio growth and asset management</div><div>2. Collaborate with York Region to expand HYI Portfolio</div><div>3. Sustain existing HYI Portfolio</div></div>	<div><div>• Percentage of new community housing, emergency, and transitional housing projects in the Region’s pipeline that are advanced for inclusion in Housing York’s portfolio 85%)¹</div><div>• Number of community housing units turned over to HYI for operation (minimum 400 completed over four years)</div></div>

¹ According to the Portfolio Management Plan as approved by the Board, and pending available budget.

Strategic Priority	Objectives	Examples of Results
		<ul style="list-style-type: none"> Condition grade for HYI portfolio (FCI <5%)²
Priority 2: Encourage Resilient Communities and Successful Tenancies	<ol style="list-style-type: none"> Encourage resident well-being, promote healthy living and help residents thrive in their community Advance resilient communities (residents feel a sense of belonging, inclusivity and safety) Build capacity to support complex and vulnerable tenancies 	<ul style="list-style-type: none"> Number of collaborations with local municipalities that build awareness of programs available to HYI residents (9) Percentage of community safety outreach program participants that feel safer and supported in their communities (80%) Average wait time for Social Worker or Family Support Worker (45 days)
Priority 3: Drive Innovation and Continuous Improvement	<ol style="list-style-type: none"> Improve resident experience and support operational efficiencies through data and technology Implement climate change and energy conservation measures to enhance resilience of HYI buildings 	<ul style="list-style-type: none"> Maintain or exceed resident satisfaction rates (79%) Response times for resident maintenance requests (95% completed within five business days) Federal/Provincial capital funding for climate change and energy conservation initiatives (Pursue relevant funding for eligible projects)

Each strategic priority has specific objectives for the next four years, actions to deliver results, and key performance indicators and targets to measure success. Annual business plans, approved by the Board, will be developed to operationalize the plan. Performance against the annual plans will be managed, tracked, and reported to the Board to ensure success in delivering on the plan's four-year commitments.

HYI residents and the public will also be informed of the Strategic Plan by leveraging existing communication tools including the Region's website and resident newsletters. Communications will outline how HYI is prioritizing the wellbeing of its residents, enhancing the resident experience and working to sustain and grow the portfolio with the Region to support more households in need.

Housing York Inc. will continue to work with the Region to sustain and increase its portfolio

As the largest community housing operator in York Region, HYI contributes to Regional goals for the housing and homelessness system. While the Region builds on behalf of HYI, HYI plays a key role in shaping new developments, as a partial funder, landowner of sites with redevelopment potential, and operator. Actions will inform how the Region develops for HYI,

² For assets not planned for divestiture and redevelopment.

help identify HYI needs and align with actions presented to Council in [October 2024](#) to increase HYI's portfolio in collaboration with the Region.

A key objective is to plan effectively to enable portfolio growth and asset management. This includes working with the Region to review and update HYI's development model, its project pipeline list including new projects and redevelopment of existing HYI properties, and a financial strategy for HYI developments. The Board of Directors will be engaged in shaping the financial strategy and endorsing the guiding principles related to rental unit mix, operational sustainability model, long-term asset management funding, as well innovative financial approaches for acquisitions and partnerships.

The 2019 Housing York Inc. [Portfolio Management Plan](#) will be updated in 2026 and provide a comprehensive review of HYI's assets including current performance, asset management needs and future potential, for Board approval. It will provide an outlook on how to maintain existing supply in a state of good repair, unlock potential when buildings approach their end of useful life, and help identify future pipeline projects.

The Region is responsible for the development of new housing developments that HYI assumes following the completion of construction. HYI will collaborate with the Region to prepare to receive and begin operating approximately 400 new units through completion of 62 Bayview Parkway in the Town of Newmarket, and Box Grove in the City of Markham, each targeted for 2028. To sustain the portfolio, actions include preparing long-term capital reserve fund studies and capital plans, delivering capital renewal projects to improve building condition, and integrating and expand accessibility features in projects.

The overall community housing system is also undergoing change as mortgages of housing providers operating housing projects governed under Part VII of the *Housing Services Act, 2011* come to an end. HYI will work with the Region as Service Manager to develop an approach for HYI's 11 Part VII buildings that supports asset management needs and communicate to the Board.

A focus on community partnerships builds on Housing York Inc.'s strong foundation of supporting residents' well-being as a responsible and caring landlord

As residents' needs become more complex, additional supports are necessary to support successful tenancies. This Plan represents a more proactive and targeted approach to developing partnerships with community agencies and internal partners that offer programs to help residents stay housed, while also encouraging resilient, safe, and welcoming communities.

Key actions focus on improving resident well-being by establishing partnerships with agencies and local municipalities that provide support for HYI residents to stay housed, promote healthy living, and help residents thrive in their community. Actions also include building and sustaining partnerships that encourage community well-being and resiliency where residents feel a stronger sense of belonging, inclusivity, and safety. To advance this priority, HYI will administer programs or purchase services from third parties that offer social and wellness programs to HYI residents. HYI will also continue to provide available space for community agencies to support the provision of these services through licensing agreements, which may be at no cost to the agency. An increased focus on supporting residents with complex needs, including expanding supports such as social workers, will help residents to remain housed, strengthen tenancies, and reduce arrears. Temporary resources have been leveraged to support expansion of services; resources may be requested through future budget processes to secure permanent supports.

Housing York Inc. is committed to driving innovation, continuous improvement and overall financial sustainability

To ensure HYI remains positioned to respond to a changing environment, this plan includes a new future-focused priority on innovation and continuous improvement. HYI has previously identified the need to digitize internal processes to improve overall efficiency and enhance the resident experience, while ensuring residents are aware of programs and services available to them. Actions are focused on improving resident experience through operational efficiencies and realigning resources through technology enhancements.

Climate change initiatives also continue to be an important part of HYI's asset strategy and support long-term sustainability. This includes promoting financial sustainability by prioritizing energy efficiency and modernization initiatives and ensuring its buildings remain safe, resilient and environmentally responsible. Actions build on progress achieved under the previous plan and will include Board approval of the next HYI Energy and Utilities Management Plan in 2025 to support climate change initiatives.

Continuous improvement initiatives also reflect HYI's commitment to financial sustainability. By enhancing processes, realigning resources, and implementing energy efficiency projects, HYI can strengthen HYI's assets and optimize resources to also support new initiatives.

HYI continues to make progress on actions to address emerging pressures

To address emerging pressures, efforts are underway to advance several actions under each strategic priority prior to plan approval. This includes actions relating to sustaining and increasing HYI's portfolio, planning to receive and operate new developments once completed by the Region, and prioritizing sustainability, energy efficiency and modernization efforts. HYI is also continuing to ensure residents are connected to a broad range of programs and services to support successful tenancies, including actively working with the nine local municipalities to raise awareness of available programs. HYI also continues to work with community agencies to deliver meaningful support to ensure residents feel a sense of belonging and enhance community safety.

The 2025 to 2028 Strategic Plan reflects proposed corporate governance and mandate implementation

In May 2025, the Board endorsed amendments to the proposed HYI Amended and Restated Shareholder Direction and Articles of Arrangement, which govern HYI and its work. In June 2025, revised Third Amended and Restated Shareholder Direction and amended Articles of Arrangement will be presented to Regional Council for adoption, and subsequently to the annual Shareholder's Meeting for final adoption.

The Third Amended and Restated Shareholder Direction includes an update to HYI's mandate to explore and implement housing delivery options that leverage private sector expertise and resources. The Strategic Plan reflects this proposed direction, as private sector partnerships will be explored to sustain and increase HYI's portfolio and support continuous improvement. As the Region builds new community housing on behalf of HYI, HYI will continue to inform the use of progressive building techniques and forms of contract, with consideration to operational and asset management needs.

Financial Considerations

HYI develops annual business plans and budgets to operationalize each year of the Strategic Plan. HYI's budget allocates resources to support strategic priorities, manage increasing service demands, and maintain or enhance existing service levels.

A key action under this Strategic Plan is to work with the Region to develop an updated financial strategy for new HYI developments. As the Region and HYI continue to face financial pressures and inconsistent funding from senior governments, new approaches are needed to grow HYI's portfolio for residents with low and moderate incomes in a way that supports long-term sustainability and operational efficiencies.

Financial implications of the actions, including resources, may be requested through subsequent reports or future budget processes. This may include additional resources to operationalize new buildings that HYI will receive during this Strategic Plan, or to enhance supports for residents with complex needs.

Local Impact

Housing York Inc. will engage local municipalities to better connect residents to available programs and services

The Strategic Plan identifies ways to address demand for affordable housing options across all nine local municipalities and ensures HYI residents have successful tenancies while remaining committed to innovation and continuous improvement. Key actions include developing a financial strategy for new HYI projects and considering acquisitions and partnerships with local municipalities. Through this plan, HYI will also partner with local municipalities to ensure residents are connected to programs based on their needs, and to raise awareness of available programs and supports.

Local municipalities are critical partners in sustaining and increasing the supply of affordable housing. HYI will continue to support the Region in its work with the Region's cities, townships and towns to advance development at the local level, so residents have access to appropriate housing at all ages and stages of their lives.

Conclusion

The Region and HYI have been successful in maintaining existing portfolio in a state of good repair, increasing the supply of HYI units, and supporting the diverse needs of residents; however, more needs to be done to help address the Region's growing housing challenges. HYI's 2025 to 2028 Strategic Plan focuses on sustaining and increasing the portfolio, encouraging resilient communities and successful tenancies, and driving innovation and continuous improvement.

The plan aligns with the Region's [2023 to 2027 Strategic Plan](#) to deliver and promote affordable housing and the Region's 10-year housing and homelessness plan under development. The strategic priorities, objectives, and actions will continue to demonstrate HYI's leadership and advance HYI towards achieving its vision of building communities that everyone would be proud to call home, and its mission of working with residents and partners to deliver services that are important to communities as a responsible and caring landlord.

For more information on this report, please contact Karen Antonio-Hadcock, General Manager at 1-877-464-9675 ext. 72088. Accessible formats or communication supports are available upon request.



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May 26, 2025

Attachment 1 – 2025 to 2028 Housing York Inc. Strategic Plan

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