



## Report of the General Manager

### 2024 Housing York Inc. Annual Report, Including Financial Statements and Annual Information Return

#### Recommendations

1. The Board of Directors approve the Housing York Inc. 2024 Annual Report (Attachment 1) as part of Housing York Inc.'s submission to the Region, as sole shareholder of the Corporation.
2. The Board of Directors approve the 2024 Financial Statements and Notes for Housing York Inc. (Attachment 2) and submit them as part of Housing York Inc.'s Annual Report to the Region, as Service Manager and sole shareholder of the Corporation.
3. The Board of Directors approve the 2024 Annual Information Return for Housing York Inc. Provincial Reform Program (Attachment 3) and submit it to the Region, as Service Manager.

#### Summary

This report highlights Housing York Inc.'s (HYI's) 2024 activities and fulfills the Corporation's reporting requirements to York Region (the Region) as sole shareholder and Service Manager.

#### Key points:

- In accordance with the *Ontario Business Corporations Act* and the Amended and Restated Shareholder Direction, HYI's Annual Report (Attachment 1) and 2024 Financial Statements and Notes (Attachment 2) are provided as part of the annual shareholder meeting
- The 2024 Annual Information Return (Attachment 3) provides financial, operating, and statistical information of HYI's Provincial Reform portfolio and requires Board approval for submission to the Region as mandated under the *Housing Services Act, 2011*
- The 2024 Financial Statements have been audited by KPMG LLP in accordance with Canadian generally accepted auditing standards. The Auditor's Report states that the Financial Statements present fairly, in all material respects, the financial position of HYI as of December 31, 2024
- The 2024 HYI Business Plan Year-End Update in HYI's Annual Report (Attachment 1) outlines the accomplishments of the 2024 HYI Business Plan, marking the conclusion of the 2021 to 2024 Strategic Plan cycle

## Background

### Supporting over 4,500 residents through a diverse and growing housing portfolio

At the end of 2024, the HYI portfolio included 37 properties across the Region, totaling 3,027 rental units, including family townhomes, mixed-household buildings and seniors' residences. HYI also owns five condominium units in the City of Richmond Hill, acquired through former Planning Act bonusing provisions.

In addition, HYI owns seven Regionally funded emergency and transitional housing sites. While HYI is responsible for maintenance and capital repairs, as reflected in its financial statements, the Region funds such operations on a cost-recovery basis and separately funds emergency housing client services delivered by external agencies.

### Housing York Inc. operates under strong financial oversight and governance

As required under the *Ontario Business Corporations Act* and Shareholder Direction, HYI submits its Annual Report and Audited Financial Statements to the Region each year. HYI's financial statements are consolidated with the Region's and audited concurrently by the same external auditor to ensure transparency in related-party transactions like subsidies and payroll.

HYI also submits the Annual Information Return required under the *Housing Services Act, 2011*. The Annual Information Return, reviewed by the auditor, summarizes financial and operational data for HYI's Provincial Reform portfolio—buildings downloaded from the Province in the early 2000s. This information supports subsidy verification and Region's financial planning.

Board approval is required before submission of all documents to the Region in its role as both Service Manager and sole shareholder.

## Analysis

### Housing York Inc.'s 2024 property management highlights include strengthening resident engagement to support successful tenancies

The 2024 HYI Annual Report (Attachment 1) highlights HYI's continued progress in delivering safe, affordable housing while enhancing financial sustainability and resident engagement. Highlights include:

- Resident satisfaction remained high in 2024, with 81% of respondents expressing satisfaction, above the 72% industry benchmark. HYI's all-digital survey had a strong 30% response rate, and 94% of residents rated staff as respectful, while 90% found them helpful. Cleaning satisfaction declined to 76%, but new janitorial contracts are already showing improvement
- The Resident Portal pilot expanded to three additional sites enabling residents to submit digital maintenance requests improving transparency in request tracking and response time. Similarly, the transition to electronic communication notices from paper-based notices expanded across all buildings for the first time, with 1,261 campaigns reaching 86% of residents and achieving a 73% open rate

- Tenant arrears rose slightly, with 212 households owing approximately \$366,000 in rent and parking arrears (0.7% of total revenue). HYI continues to intervene early with supports and referrals. Despite delays at the Landlord and Tenant Board, 99% of at-risk tenancies due to arrears were preserved. HYI issued 730 notices for late or missed rent payment in 2024 and remains committed to prevention-focused tenancy management

## **Sustaining Housing York Inc.'s portfolio through strategic asset management and capital investments**

HYI continues to invest in long-term asset sustainability and resident well-being through critical infrastructure improvements. HYI's portfolio has a current replacement value of approximately \$1.53 billion and an average age of 31 years. Facility Condition Index (FCI) is a metric used to assess the condition of a group of buildings where a percentage below 5% indicates a good condition and above 10% indicates poor condition. In 2024, HYI's FCI improved slightly from last year to 4.98%, with most assets in fair to good condition, due to the continued investments in asset renewal efforts.

- HYI delivered \$12.6 million in capital investments across 98 projects. Appendix A provides a list of key capital projects. Highlights include:
  - \$5.8 million in exterior building repairs, including window replacements and balcony repairs
  - \$2.5 million in Heating, Ventilation and Air Conditioning (HVAC), mechanical and electrical upgrades, including hot water boilers, generator replacement and sanitary septic system upgrades
  - \$1.2 million in interior building repairs, such as kitchen refurbishments
  - \$3.1 million in site upgrades and grounds, including parking lot replacements and landscape upgrades
- Capital work can be disruptive, but HYI mitigates impacts through frequent, simplified communication and on-site support. In 2024, capital project surveys reported 85% of residents were satisfied with construction-related communication
- Seven HYI facilities are in poor condition with planned five-year projects aimed at improving their condition, with some of these properties being considered for redevelopment
- Unionville Commons in the City of Markham earned a top sustainability award from Enbridge's Savings by Design program for exceeding energy efficiency standards

## **Housing York Inc. delivers progress on strategic priorities**

In [November 2020](#), the Board approved [Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan](#), setting a framework for addressing the Region's housing needs through three key priorities. In 2024, the final year of the 4-year strategic plan, HYI advanced commitments outlined in the 2024 HYI Business Plan, ensuring continued progress on strategic initiatives.

By year end, 82% (32 of 39) of planned actions in the HYI Business Plan were successfully completed, with remaining items to carry forward into 2025. This includes collaborating with the Region to increase supply, and receiving new buildings once constructed. While the Region builds on behalf of HYI, HYI continues to play a key role in shaping new developments, as HYI is a partial funder, a landowner of sites with redevelopment potential, and an operator. Attachment 1 provides a detailed performance summary, and key accomplishments under each priority are included in Table 1.

**Table 1**  
**2024 Business Plan Results**

Goals	Examples of Results
<b>Strategic Priority 1: Expanded Housing Portfolio</b>	
<ol style="list-style-type: none"> <li>Portfolio expansion beyond the normal rate of growth</li> <li>Investment from other levels of government</li> <li>HYI residents impacted by redevelopment are supported</li> </ol>	<ul style="list-style-type: none"> <li>By the end of 2024, a total of 497 units were in various stages of planning and development, exceeding the target of 480 units set for the year</li> <li>Mosaic House community housing development in the Town of Whitchurch-Stouffville, was nearing completion with leasing commencing in 2024 and move-in taking place in 2025</li> <li>Box Grove community housing development in City of Markham secured Official Plan and Zoning By-law approval, with site plan approval nearing completion to deliver approximately 150 new community housing units. Initially met with community resistance, the project gained support through community engagement and design revisions, most notably, relocating the parking garage to reduce impacts on nearby homes</li> <li>62 Bayview Parkway community housing development in the Town of Newmarket incorporated community and technical feedback to ensure alignment with sustainability goals and neighbourhood context. A key challenge was balancing Passive House energy efficiency with neighborhood integration</li> </ul>
<b>Strategic Priority 2: Inclusive Communities and Successful Tenancies</b>	
<ol style="list-style-type: none"> <li>Communities are inclusive</li> <li>Residents are supported to have successful tenancies</li> </ol>	<ul style="list-style-type: none"> <li>Approximately 300 community events were hosted in 2024, including partnerships with 18 community service agencies, exceeding the target of nine partnerships. Partnerships with community service agencies encourage stable tenancies, and foster resilient, safe and welcoming communities</li> <li>Residents were supported to resolve approximately \$90,000 in rental arrears through repayment plans, budgeting, employment support, and access to financial assistance, contributing to the preservation of 99.5% of tenancies at risk of eviction due to arrears, exceeding the target of 97%</li> </ul>

Goals	Examples of Results
<b>Strategic Priority 3: Financial Sustainability</b>	
1. Improved life cycle value for HYI buildings	<ul style="list-style-type: none"> <li>• HYI launched the Sponsorship Program Pilot in December 2024 to generate new revenue sources to offset costs for resident programs and common area improvements</li> <li>• 92% (\$442M) of assets reached or exceeded their expected useful life, exceeding the four-year target of 90%</li> <li>• 95% of work orders submitted through resident maintenance requests were addressed within five business days, meeting the established service target</li> <li>• Generated utility cost savings of \$102,500 for both HYI and residents while reducing 29 tonnes of greenhouse gas emissions, exceeding target of 20 tonnes, from the implementation of energy retrofits and enhancements</li> </ul>
2. Increased operational efficiencies	
3. New developments are operationally self-sustaining	

## Financial Consideration

### The Auditor's opinion on the 2024 Financial Statements is free of any qualifications or conditions

HYI's Financial Statements were prepared in accordance with the financial reporting provisions in the *Housing Services Act, 2011*. KPMG conducted the annual audit in accordance with generally accepted accounting standards. The Auditor's Report reflects KPMG's opinion that the Financial Statements "present fairly, in all material respects", the financial position of HYI as of December 31, 2024.

### Housing York Inc. continued to be in a strong financial position

Table 2 contains HYI's balance sheet as of December 31, 2024, with comparative 2023 figures.

Total assets were \$330.7 million, a decrease of \$10.8 million (3%) compared to 2023 resulting mainly from:

- A decrease in current assets resulting mainly from transfer of funding received at the end of 2023 from Canada Mortgage and Housing Corporation to the Region
- A decrease in book value of property holdings due to declining value of outstanding mortgages

Total liabilities were \$39.8 million, a decrease of \$10.6 million (21%) compared to 2023 resulting mainly from:

- Decrease in building finance due to final payout of mortgage for Springbrook Gardens in the City of Richmond Hill in 2023 and transfer of funding received at the end of 2023 from Canada Mortgage and Housing Corporation to the Region

Total equity was \$290.9 million, a decrease of \$0.2 million (0%) compared to 2023 resulting mainly from:

- Decrease in reserve funds due to higher budgeted capital expenditures

**Table 2**  
**Consolidated Balance Sheet**  
**as of December 31, 2024**

	2024 (\$000)	2023 (\$000)	Variance (\$000)	Change (%)
<b>Assets</b>				
Current Assets	\$23,343	\$27,046	\$(3,703)	(14%)
Investments	23,685	25,587	(1,902)	(7%)
Property Holdings	283,685	288,910	(5,225)	(2%)
<b>Total Assets</b>	<b>\$330,713</b>	<b>\$341,543</b>	<b>\$(10,830)</b>	<b>(3%)</b>
<b>Liabilities</b>				
Current Liabilities	\$21,503	\$22,628	\$(1,125)	(5%)
Building Finance	18,261	27,738	(9,477)	(34%)
Other Long-Term Liabilities	25	25	-	0%
<b>Total Liabilities</b>	<b>\$39,789</b>	<b>\$50,391</b>	<b>\$(10,602)</b>	<b>(21%)</b>
<b>Equity</b>				
Reserve Funds	\$33,874	\$34,758	\$(884)	(3%)
Shareholder Contribution	257,050	256,394	656	0%
<b>Total Equity</b>	<b>\$290,924</b>	<b>\$291,152</b>	<b>\$(229)</b>	<b>0%</b>

Note: totals may not add due to rounding

### **Housing York Inc. revenues exceed expenditures resulting in an operating surplus of \$0.9 million**

Table 3 summarizes HYI's Statement of Revenue and Expenditures as of December 31, 2024 with comparative figures for 2023. HYI generated an operating surplus of \$0.9 million which was allocated in accordance with HYI's Operating Surplus Policy to the Capital Reserve (\$0.5 million) and Strategic Initiatives Reserve (\$0.5 million), offset by a draw from the Region's Emergency Housing Reserve (\$0.1 million) to cover slightly higher than budgeted expenditures for emergency and transitional housing. The surplus was largely driven by the higher rental revenues from full year of occupancy of Unionville Commons.

**Table 3**  
**Consolidated Statement of Revenue and Expenditures**  
**as of December 31, 2024**

	2024 (\$000)	2023 (\$000)	Variance (\$000)	Change (%)
<b>Revenue</b>				
Rental and other income	\$32,497	\$29,584	\$2,913	10%
Government subsidies	17,092	22,280	(5,188)	(23%)
Contribution from reserves	-	109	(109)	(100%)
<b>Total Revenue</b>	<b>\$49,589</b>	<b>51,973</b>	<b>\$(2,384)</b>	<b>(5%)</b>
<b>Expenses</b>				
Mortgages	\$8,156	\$11,946	\$(3,790)	(32%)
Administration and maintenance	20,703	17,702	3,001	17%
Property taxes	4,358	4,118	240	6%
Utilities	4,865	4,491	374	8%
Contribution to reserves	10,654	12,005	(1,351)	(11%)
<b>Total Expenses</b>	<b>\$48,736</b>	<b>\$50,262</b>	<b>\$(1,526)</b>	<b>(3%)</b>
<b>Surplus</b>	<b>\$853</b>	<b>\$1,711</b>	<b>\$(858)</b>	<b>(50%)</b>

Note: totals may not add due to rounding

Total revenues were \$49.6 million in 2024, a decrease of \$ 2.4 million (5%) over 2023 resulting mainly from:

- Increase in rental income due to full year of operations of Unionville Commons, offset by lower subsidies for Springbrook Gardens mortgage paid out in 2023

Total expenses were \$48.7 million in 2024, a decrease of \$1.5 million (3%) over 2023 resulting mainly from:

- Lower mortgage costs due to final payout for Springbrook Gardens in 2023
- Higher operating costs mainly due to an increase in facility and contract expenses related to full year of operations of Unionville Commons
- Lower contributions to reserves mainly due to lower government subsidies received for capital projects

**Net bad debt write-offs totalled \$0.3 million or 0.9% of rental revenues**

Staff pursue rent collection with all tenants with overdue balances or arrears. Former tenant accounts are sent to third-party collections agency and after one year with no repayment, the accounts are written off. In 2024, HYI wrote off \$266,853, representing 0.9% of rental revenues.



## Healthy reserve balances contribute to long-term financial sustainability

The Board approved [Long Term 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 to support capital and operating needs to ensure the portfolio remains in a state of good repair, funds are available for unplanned expenditures or revenue shortfalls, and strategic initiatives are funded.

Table 4 shows HYI's reserve balances at the end of 2024 and 2023.

**Table 4**  
**Reserve Balances**  
**As of December 31, 2024**

	2024 (\$000)	2023 (\$000)
Capital Reserve	\$ 22,141	\$ 23,520
Emergency Housing Reserve	4,935	5,098
Working Capital Reserve	3,500	3,500
Strategic Initiatives Reserve	2,298	1,640
Operations Reserve	1,000	1,000
Total Reserves	\$ 33,874	\$ 34,758

Total reserve balances were \$33.9 million, a decrease of \$0.8 million (3%) over 2023 resulting mainly from higher capital expenditures, as approved in the 2024 budget.

## Local Impact

HYI buildings are located in all nine local municipalities. Effective property management positions HYI to be a good neighbour and positive member of the local community. The Financial Statements and the Annual Information Return have no impact on local municipalities.

## Conclusion

This report provides an overview of HYI's activities throughout the 2024 fiscal year, detailing advancements made in line with the [HYI 2021 to 2024 Strategic Plan Building Better Together](#). The 2024 activities are outlined in Attachment 1 and will be shared with the Region at the annual shareholder meeting, reflecting our commitment to transparency and accountability.

The 2024 Financial Statements reflect the financial results and position of HYI and are presented in accordance with the provision in the *Housing Services Act, 2011*. The report includes the 2024 Audited Financial Statements and Notes in Attachment 2, and Annual Information Return in Attachment 3, to fulfill the Corporation's reporting requirements to the Region.



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For more information on this report, please contact Josh Scholten, Director, Housing Operations at 1-877-464-9675 ext. 72004 or Ellen Boudreau, Chief Financial Officer at ext. 71282. Accessible formats or communication supports are available upon request.



Recommended by: Karen Antonio-Hadcock  
General Manager, Housing York Inc.



Approved for Submission: Lisa Gonsalves  
President, Housing York Inc.

May 28, 2025

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Appendix A – Capital Rehabilitation Investments Over \$50,000 in 2024  
Attachment 1 – 2024 Annual Report  
Attachment 2 – 2024 Financial Statements  
Attachment 3 – 2024 Annual Information Return

## APPENDIX A

### Capital Rehabilitation Investments Over \$50,000 in 2024

Property	Project Category	Description
Springbrook Gardens, City of Richmond Hill	Site Upgrades and Grounds	Landscape Upgrades
Rose Town, City of Richmond Hill	Exterior Building Repairs	Window Replacement
Evergreen Terrace, City of Richmond Hill	Site Upgrades and Grounds	Parking Lot and Roadway Paving
Evergreen Terrace, City of Richmond Hill	Exterior Building Repairs	Window Replacement
Maplewood Place, City of Richmond Hill	Site Upgrades and Grounds	Parking Lot and Roadway Paving
Mackenzie Green, City of Richmond Hill	HVAC, Mechanical & Electrical	Heating Plant & Main Breaker Replacement
Trinity Square, City of Markham	Exterior Building Repairs	Garage Door Replacement
Thornhill Green, City of Markham	Site Upgrades and Grounds	Parking Garage Refurbishment
Blue Willow Terrace, City of Vaughan	HVAC, Mechanical & Electrical	HVAC Pump Replacement
275 Woodbridge Ave, City of Vaughan	HVAC, Mechanical & Electrical	Domestic Hot Water Heater Replacement
275 Woodbridge Ave, City of Vaughan	Interior Building Repairs	Carpet Corridors
Orchard Heights Place, Town of Aurora	Interior Building Repairs	Kitchen Refurbishment
Keswick Gardens, Town of Georgina	Exterior Building Repairs	Window Replacement
Keswick Gardens, Town of Georgina	HVAC, Mechanical & Electrical	Pump Replacement
Keswick Gardens, Town of Georgina	Site Upgrades and Grounds	Renewal of Outdoor Space
Sutton Youth Services, Town of Georgina	Site Upgrades and Grounds	Fence and Landscaping
Sutton Youth Services, Town of Georgina	Interior Building Repairs	Flooring
Sutton Youth Services, Town of Georgina	HVAC, Mechanical & Electrical	HVAC Upgrades-Kitchen cooling
Pineview Terrace, Town of Georgina	HVAC, Mechanical & Electrical	Exhaust Fans Replacement
Lakeside Residences, Town of Georgina	Exterior Building Repairs	Roof Replacement

<b>Property</b>	<b>Project Category</b>	<b>Description</b>
Mulock Village, Town of Newmarket	Site Upgrades and Grounds	Fencing
Mulock Village, Town of Newmarket	Exterior Building Repairs	Roof Replacement
Heritage East, Town of Newmarket	Exterior Building Repairs	Window Replacement
Brayfield Manors, Town of Newmarket	HVAC, Mechanical & Electrical	Sanitary Septic System Upgrades
Belinda's Place, Town of Newmarket	Exterior Building Repairs	Leak Repairs
Fairy Lake Gardens, Town of Newmarket	HVAC, Mechanical & Electrical	Generator, Thermostat & Hot Water Boiler Replacement
Founders Place, Town of Newmarket	HVAC, Mechanical & Electrical	Make Up Air Replacement
Nobleview Pines, Township of King	Exterior Building Repairs	Siding Repairs
Nobleview Pines, Township of King	HVAC, Mechanical & Electrical	Hot Water System Replacement