

# 2025 ANNUAL REPORT





## LAND ACKNOWLEDGEMENT

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.

# A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER AND CHAIR OF HOUSING YORK INC.



**Eric Jolliffe**

Safe, affordable housing is the foundation of strong, inclusive communities. In 2025, Housing York Inc. (HYI) delivered meaningful progress by expanding supply, strengthening resident supports and reinforcing the long-term sustainability of its housing portfolio.

This was a milestone year with the launch of HYI’s 2025 to 2028 Strategic Plan, which sets clear priorities to grow the portfolio, enhance resident well-being and modernize operations. More importantly, 2025 marked a shift from planning to tangible results.

In March, HYI proudly opened Mosaic House in the Town of Whitchurch-Stouffville, delivering 97 new mixed-income homes for seniors, families and individuals. Reaching full occupancy within four months, Mosaic House reflects the strong demand for high-quality, affordable housing in York Region. This \$50.96-million project demonstrated the strength of shared investments and partnership across all levels of government, including \$18.9 million from York Region and nearly \$30 million collectively from federal and provincial governments.

Through York Region’s housing programs, municipal approvals and procurement milestones were advanced for the housing developments at Box Grove in the City of Markham and 62 Bayview Parkway in the Town of Newmarket. When complete, these projects will deliver approximately 400 new affordable housing units that HYI will operate as part of its community housing portfolio.

In 2025, HYI invested \$13.7 million in capital improvements across its \$1.61 billion portfolio, ensuring buildings remain safe, accessible and well-maintained. HYI’s Social Worker and Family Support Worker programs supported an average of 60 households each month, helping stabilize tenancies and strengthen resident well-being throughout the year.

As the largest community housing provider in York Region serving approximately 5,000 residents across all nine cities and towns, Housing York Inc. plays a vital role in our community. We are proud of the progress achieved in 2025 and remain committed to advancing affordable housing solutions that support residents today and into the future.



**John Taylor**



**Eric Jolliffe**

Chairman and CEO  
The Regional Municipality of York  
Chief Executive Officer, Housing York Inc.



**John Taylor**

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



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Kingview Court, Township of King

# ABOUT HOUSING YORK INC.

Housing York Inc. (HYI) is the largest community housing provider in York Region, offering safe, affordable homes to approximately 5,000 residents across 3,124 units in 38 community housing properties located in all nine local municipalities through a mix of subsidized and market rental housing. HYI also provides property management for seven emergency and transitional housing properties, which include 97 emergency housing units supporting 187 beds, and 34 transitional housing units supporting 72 beds.

As a key partner in delivering on York Region's 10-Year Housing and Homelessness Plan, HYI plays a central role in expanding housing options and ensuring residents have stable, secure places to call home. HYI has acted in accordance with its approved mandate and continued to advance that mandate through the launch of the [2025 to 2028 Strategic Plan](#) which sets a clear path to grow supply, modernize services, strengthen resident well-being and invest in the long-term health of HYI's housing portfolio.

## OUR VISION

A leader in affordable housing, building inclusive communities that everyone would be proud to call home.

## MISSION

As a responsible and caring landlord, we work with our residents and partners to deliver housing programs and services that are important to our communities.

## AND MANDATE

Housing York Inc. (HYI) owns and operates a diverse portfolio of community, emergency and transitional housing across the Region, with some properties also including commercial spaces. HYI goes beyond traditional landlord responsibilities by providing enhanced supports to residents, offering housing-related services to other organizations, and managing its financial obligations through investments, financing and contract oversight to ensure long-term sustainability. HYI also explores innovative housing solutions by partnering with the private sector, while continuing to operate as a publicly owned housing corporation.



HYI staff celebrate the opening of Mosaic House, HYI's newest housing community in the Town of Whitchurch-Stouffville.

## BOARD OF DIRECTORS



**Eric Jolliffe**  
Chairman and CEO  
York Region



**John Taylor**  
(Chair)  
Mayor  
Town of Newmarket



**Iain Lovatt**  
(Vice Chair)  
Mayor  
Town of Whitchurch-Stouffville



**Tom Mrakas**  
Mayor  
Town of Aurora



**Virginia Hackson**  
Mayor  
Town of East  
Gwillimbury



**Margaret Quirk**  
Mayor  
Town of Georgina



**Naomi Davison**  
Regional Councillor  
Town of Georgina



**Steve Pellegrini**  
Mayor  
Township of King



**Alan Ho**  
Regional Councillor  
City of Markham



**Tom Vegh**  
Regional Councillor  
Town of Newmarket



**Godwin Chan**  
Regional Councillor  
City of Richmond Hill



**Gino Rosati**  
Regional Councillor  
City of Vaughan

## HOUSING YORK INC. OFFICERS



**Lisa Gonsalves**  
President



**Jody DeGagne**  
General Manager



**Ellen Boudreau**  
Director, Housing  
Finance and CFO



**Chris Raynor**  
Secretary



**Dan Kuzmyk**  
Solicitor

## LEADERSHIP TEAM



**Joshua Scholten**  
Director, Housing  
Operations



**Gabriel Wong**  
Director, Housing  
Development and  
Asset Strategy



**Brian Kreps**  
Director, Housing  
Strategy and  
Program Delivery

# 2025 YEAR AT A GLANCE

This year marked the first phase of HYI's transition to its new 2025 to 2028 Strategic Plan, *From Vision to Vibrant Communities*. Guided by resident feedback, changing housing needs and the Region's broader housing priorities, HYI focused on strengthening service delivery, supporting resident well-being and advancing projects that will expand community housing options across York Region.

HYI continued to play a critical role in providing quality, affordable housing while preparing for a new era of growth and modernization. With strong collaboration between HYI, York Region and community partners, we delivered meaningful progress in building maintenance, digital transformation, community supports and financial sustainability.

## Progress on Housing York Inc.'s 2025 to 2028 Strategic Plan, *From Vision to Vibrant Communities*

With **79%** of planned 2025 business plan actions successfully completed and remaining actions underway, HYI delivered significant milestones in 2025.

### 2025 to 2028 Strategic Priorities

The Strategic Plan sets a clear direction for the next four years, responding to rising demand for affordable housing across York Region, evolving resident needs and an aging portfolio. The plan is structured around three strategic priorities.



### HIGHLIGHTS FOR STRATEGIC PRIORITY 1 Sustain and Increase HYI Portfolio

- Expanded the housing portfolio, welcoming over **140 residents** to 97 units to Mosaic House in the Town of Whitchurch-Stouffville
- The Region is advancing approximately **400 new units** toward construction in the City of Markham and Town of Newmarket, which will be transferred to Housing York Inc. to receive and operate once construction is complete
- **Strengthened asset health** through major capital renewal projects, accessibility upgrades and preventative maintenance planning, keeping the portfolio in a strong **4.8% Facility Condition Index** range



### HIGHLIGHTS FOR STRATEGIC PRIORITY 2 Encourage Resilient Communities and Successful Tenancies

- **758 programs and community events** were carried out on-site pursuant to license agreements and other arrangements with local agencies, supporting resident well-being, safety, inclusion and financial stability
- **Preserved 99% of tenancies** at risk due to arrears through early intervention, payment plans and supports, helping residents remain safely and stably housed



### HIGHLIGHTS FOR STRATEGIC PRIORITY 3 Drive Innovation and Continuous Improvement

- Delivered digital improvements, including **full roll-out of Resident Portal for online maintenance requests**, with approximately 50% of maintenance requests submitted electronically by year-end
- **Improved and expanded Maintenance IQ** to support more efficient maintenance coordination and resident service
- **Improved operational efficiency** through enhanced digital inspections, expanded security technology and ongoing energy-saving upgrades to support long-term sustainability

[Appendix A](#) provides further details on achievements under HYI's 2025 Business Plan.

# DELIVERING HOUSING STABILITY ACROSS YORK REGION

HYI plays a central role in York Region's housing system, providing thousands of residents with safe, stable homes across all nine local municipalities. HYI communities are home to a diverse mix of residents with varying needs, including seniors aging in place and families building roots. Guided by a strong commitment to inclusion and accessibility, HYI designs and manages communities where people feel connected, supported and able to thrive.

In addition to community housing, HYI also owns and manages emergency and transitional housing properties in accordance with the Shareholder Direction between York Region and HYI. While the day-to-day programs and resident supports within these sites are delivered by community-based partner agencies contracted by the Region in its role as Service Manager, HYI is responsible for the buildings, capital planning, maintenance and long-term asset stewardship. This model ensures that emergency and transitional housing programs operate in safe, well-maintained environments while allowing specialized agencies to focus on delivering responsive, person-centred services.

HYI housed 195 subsidized households, representing 43% of all households housed from the Region's centralized wait list, in addition to 55 market rent households. These placements reflect HYI's role as both a housing operator and key partner in addressing growing regional housing needs.



A Superintendent and resident enjoy a Fresh Food Market at Heritage East in the Town of Newmarket.

**HYI residents reported an 80% overall satisfaction score, well above the 72% benchmark from five comparable Canadian housing providers, reinforcing HYI's position as a leading community housing provider.**

## 2025 PORTFOLIO SNAPSHOT

**38 COMMUNITY HOUSING PROPERTIES**



Includes 24 community housing properties **dedicated for Seniors**



**3,124 UNITS**

**INCLUDES 5 CONDO UNITS** secured under Section 37 of the *Planning Act*, in partnership with the City of Richmond Hill



APPROXIMATELY **5,000 RESIDENTS**



AVERAGE RESIDENCY LENGTH **8.7 YEARS**



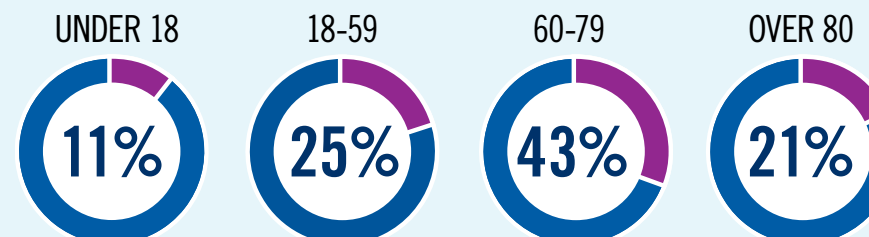
**77% OF UNITS ARE SUBSIDIZED** **23% OF UNITS ARE MARKET RENT**

AVERAGE RENT FOR MARKET RESIDENTS **\$1,519**

AVERAGE RENT FOR SUBSIDIZED RESIDENTS **\$596\*\***

\*\*Subsidized rent amount is based on resident income, often a percentage of their income, making it affordable for low-income households. The average annual household income of HYI's subsidized residents is **\$26,799**

### SUBSIDIZED RESIDENTS BY AGE GROUP



**7**



**EMERGENCY AND TRANSITIONAL HOUSING PROPERTIES**

**97**



**EMERGENCY HOUSING UNITS WITH 187 BEDS**

**34**



**TRANSITIONAL HOUSING UNITS WITH 72 BEDS**



Residents and HYI staff connect at community events, strengthening relationships and supporting engaged housing communities.

# BUILDING FOR TOMORROW

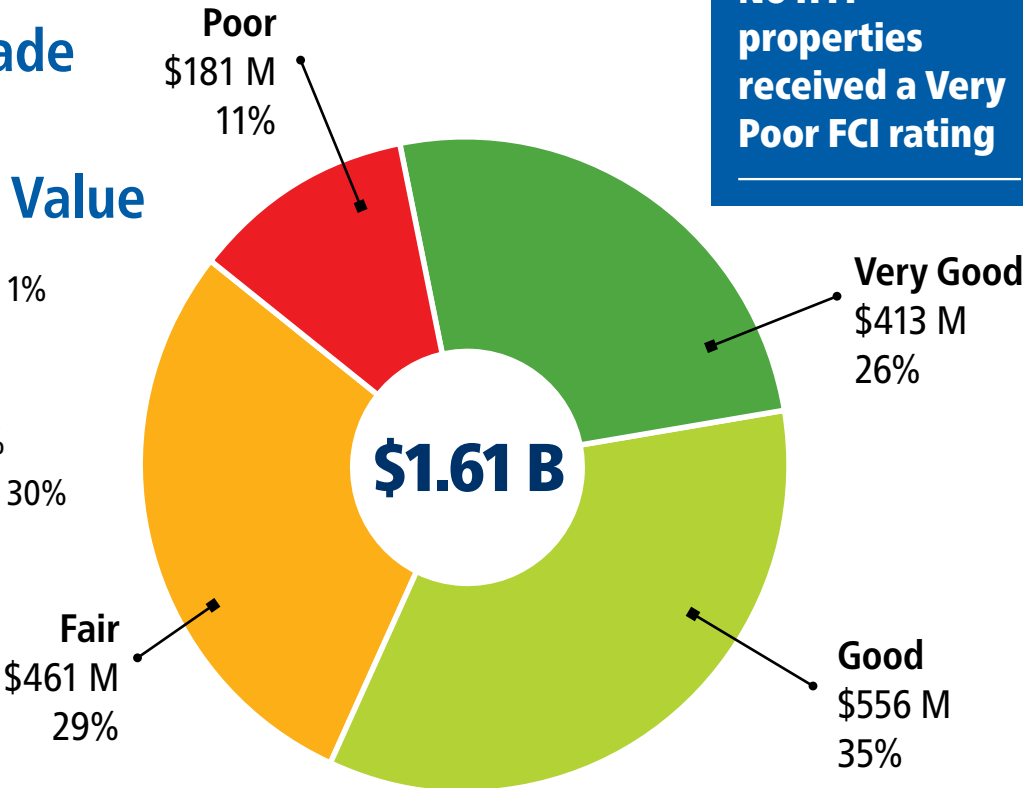
## Strengthening Homes, Infrastructure and Sustainability

HYI advanced a comprehensive renewal program for its portfolio of buildings with replacement value of \$1.61 billion, focused on keeping buildings safe, comfortable and resilient for residents, today and for decades to come. With \$13.7 million invested – achieving a 100% budget delivery rate across 120 capital projects – this was one of HYI’s most significant years of capital modernization.

Work spanned all major building systems, including roofing and windows, HVAC and mechanical systems, electrical upgrades, elevators, sanitary/septic systems, life safety systems and interior renovations with accessibility improvements. These investments support a strong Facility Condition Index (FCI) of 4.8% (Good), with 93% of assets performing as intended throughout their expected service life.

### HYI’s Portfolio Condition Grade (or FCI) and Replacement Value

- **Very Good:** FCI = 0 to 1%
- **Good:** FCI = 1 to 5%
- **Fair:** FCI = 5 to 10%
- **Poor:** FCI = 10 to 30%
- **Very Poor:** FCI = Over 30%



The FCI of the portfolio remained stable in 2025. There were seven properties that had a condition grade rating of poor, reflecting the age and infrastructure needs of some of the oldest buildings in the portfolio. The 2026 HYI Capital Plan, approved by the Board in September 2025, allocates \$10.25 million over the next five years to these seven properties to address infrastructure needs. These planned investments are expected to improve overall building condition and support long-term sustainability.

## A Coordinated Approach to Asset Stewardship

HYI delivered multi-site upgrades, improved resident comfort and aligned building renewal with long-term asset planning. Improvements supported aging-in-place, energy efficiencies and preventative maintenance, ensuring limited dollars achieve maximum impact.

## Sustainability and Energy Leadership



### Under the Energy and Utilities Management Plan, HYI:

- Delivered seven major energy retrofit projects over multiple years, **reducing annual Greenhouse Gases (GHG) emissions by 224 tonnes (3% portfolio-wide reduction)**
- **Achieved over \$90,000 in annual utility savings** through multi-year retrofit investments
- **Leveraged more than \$1.5 million** in Investing in Canada Infrastructure Program (ICIP) funding over multiple years to fund energy retrofits and received \$77,035 in utility incentives
- Installed efficient lighting, appliances, building controls and heat pumps, including 10 heat pumps delivered at no cost to HYI by the Independent Electricity System Operator (IESO) Save-On-Energy Program that **cut heating costs by an estimated 40%** for participating households
- **Achieved 27.2% better-than-code energy performance at Mosaic House**, qualifying for an energy rebate of \$112,000 from the Enbridge Savings by Design Program

### Operational Sustainability initiatives in 2025 included:

- Advancing staff readiness for modern, energy-efficient building operations by delivering two courses providing knowledge and practical tools needed to support high-performance, energy efficient buildings by updating building operators' skills to handle advanced systems like heat pumps and building automation
- A partnership with an entrance mat supplier, using higher-quality, longer-lasting mats with reduced changeovers, cleaning needs and truck pick-ups, resulting in lower related GHG emissions

## Improving Accessibility and Resident Comfort



### Upgrades were completed across multiple sites to support accessibility and aging-in-place, including:

- Automatic door operator installations at multiple properties, leveraging approximately \$730,000 in ICIP funding to support this enhancement
- Entrance refurbishments at community spaces
- Corridor cooling enhancements to improve comfort

## Planning for the Future

On average, HYI's portfolio is 31 years old, with some of the oldest properties entering their sixtieth year of operation. HYI will encounter challenges and limitations within the physical infrastructure of the oldest properties as the portfolio continues to age, requiring strategic direction and planning. In 2026, the HYI Board will receive an update to the Portfolio Management Plan, which will highlight potential strategies for the portfolio over the next decade.

## Safe, modern and ready for the future

Capital upgrades at HYI are about more than buildings, they improve how residents live in their homes every day. From brighter, more functional kitchens to updated common areas, these improvements are designed to enhance comfort, safety and independence.



**"The thing I like most about the kitchen renovation is the nice bright colours of the cupboards and countertops and the new appliances. I love them! The other thing I like is my pantry where I can store lots of things and keep them out of the way. It's wonderful."**

**HYI Resident, Orchard Heights Place**

# A YEAR OF GROWTH

## Expanding Community Housing Across York Region

This year was pivotal for increasing housing supply in York Region. Regional development advanced projects across its pipeline, and secured critical funding to move new community housing forward.

### Advancing our Communities

Two significant developments made major progress in 2025:



**Box Grove (City of Markham, approx. 150 units):** Site plan approval secured; development fees waived; tender issued to six prequalified builders



**62 Bayview Parkway (Town of Newmarket, approx. 250 units):** Official Plan and Zoning Amendments approved unanimously; 90% detailed design completed; contractor prequalification process issued and 12 proponents to be evaluated

Together, these projects represent approximately **400 new units** with construction expected to begin in 2026.

### Expanding Community, Emergency and Transitional Housing



York Region completed the purchase of 187-195 The Queensway South in the Town of Georgina for a multi-use housing project comprised of community, transitional and emergency housing, an important step in addressing urgent housing needs.

### Mosaic House: Opening a New Community in the Town of Whitchurch-Stouffville

The opening of Mosaic House was a meaningful accomplishment for HYI and a key milestone in expanding housing availability across York Region. The 97-unit mixed-income building welcomed its first residents in March and reached full occupancy by June, offering a blend of subsidized and market rent homes for seniors, families and individuals.

Mosaic House features an indoor amenity space, rooftop terrace, play area and universal design features to support residents of all ages and abilities. The building also includes dedicated commercial space that may support future York Region programming, including Public Health, Social Services or partnerships with community organizations. The \$50.96-million investment, which includes land for a possible second building in the future, was made possible through strong partnerships with York Region, the Province of Ontario and the Government of Canada.

## A Community Built by Many Hands

From early design to move-in day, teams across HYI contributed to Mosaic House:



**Development** guided planning, design and construction procurement



**Capital and Asset Management** ensured long-term sustainability and energy performance



**Operations** coordinated inspections, vendor setup, resident onboarding and staggered move-ins, while also supporting digital transformation and ensuring the Resident Portal was fully operational on day one



**Support Services** connected residents to community programs, financial supports and senior services



“Mosaic House represents what’s possible when planning, construction and operations work together. Watching residents move into a new building designed with accessibility, connection and comfort in mind reinforced how impactful these projects are — not just as buildings, but as communities.”

Anne-Marie, Property Manager

# Thank You to Our Many Community Partners

HYI gratefully acknowledges the contributions of numerous partners who supported resident well-being and community connection throughout the year, including but not limited to:

Bereaved Families of Ontario – York Region

Canada Revenue Agency

Canadian Hearing Services

Carefirst

Catholic Community Services of York Region

Community and Home Assistance to Seniors (CHATS)

Hospice Vaughan

Loblaws Pharmacy

Play Forever Canada

Yellow Brick House

York Region Food Network

York Region Paramedic Services

York Regional Police

# CONNECTED COMMUNITIES

## Resident Well-Being and Resilient Communities

HYI continued to advance its commitment to encouraging strong communities and supporting successful tenancies through an exceptional year of resident programming and engagement. HYI coordinated the delivery of 708 on-site resident engagement or program activities across its housing communities along with 50 resident barbecues and community events, including coffee hours, safety presentations, cultural celebrations and a back-to-school backpack initiative. For example, Vaughan Public Libraries and the Town of Whitchurch-Stouffville’s Community Services teams visited local HYI communities to raise awareness of free and low-cost programs available to residents. These efforts strengthened social connections, promoted housing stability and cultivated a stronger sense of belonging across HYI communities.

Programming was delivered in collaboration with local and neighbouring municipalities, community agencies and internal York Region program partners, ensuring services aligned with resident needs and priorities. Key areas of focus included:

**Physical health and recreation programs to support resident well-being**



**Mental health supports to enhance wellness and community connectivity**



**Food security programs to improve access to affordable, nutritious options**



**Financial empowerment programs to build knowledge, skills and access to resources**



**Community safety programs to strengthen resiliency and enhance a greater sense of belonging for all residents**



The York Region Food Network team deliver a Fresh Food Market at Heritage East in the Town of Newmarket, providing residents with convenient access to fresh, affordable produce



## Laying the Groundwork for Deeper Resident Support

HYI strengthened its sponsorship program by enhancing the framework to accept future donations and in-kind support from individuals and organizations for resident-focused initiatives. Putting this structure in place was an important step toward expanding partnerships and diversifying support for residents over time.

At the same time, HYI focused on initiatives delivering immediate impact through stronger collaboration across branches and departments. Move-in welcome bags were introduced to support residents during a key transition, bringing together resources from Public Works and Community and Health Services including Paramedic Services. By coordinating these contributions, HYI was able to provide practical information and essential items that help households settle in, connect with their community and feel welcomed from day one, demonstrating the value of integrated, cross-departmental approaches to resident support.

A welcome bag is placed in the unit prior to move-in, providing essential items to support residents as they transition into their new home.

## Preventing Eviction for a Family of Three

HYI's Social Worker and Family Support Worker programs play an important role in creating housing stability for tenants. In 2025, they supported an average of 60 clients per month, stabilizing tenancies and resolving \$65,893 in arrears. One notable case involved a family of three facing imminent eviction due to unpaid rent. With the growing risk of homelessness, HYI's Family Support Worker acted swiftly, collaborating with the Housing Stability Program and Ontario Works to support the household in developing a clear budget and creating direct payment arrangements to ensure rent and utilities were consistently paid. The outcome was immediate and transformative: eviction was prevented, the family retained their home and HYI avoided the significant costs and impacts associated with eviction proceedings. Most importantly, the household gained a more stable and sustainable path forward.



## Affordable Fresh Food Markets

This year, HYI launched a collaboration with York Region Food Network to deliver Affordable Fresh Food Markets in four HYI communities. This project reflects HYI's ongoing commitment to tenant well-being, food security and community resilience.

### Program Highlights:

- **Accessible:** Markets were hosted in tenant lounges, removing transportation barriers and creating a welcoming, community-oriented environment.
- **Affordable, Local Produce:** Fresh, locally sourced fruits and vegetables were offered at significantly reduced prices.
- **Health and Social Benefits:** The program promotes nutrition and encourages social interaction and community engagement.
- **Market-Style Experience:** Residents browse and select their own food items, prioritizing dignity, autonomy, and choice.
- **Staff-Supported Service:** Agency staff provide onsite assistance, ensuring smooth operations and enhancing the overall resident experience.



Residents at Lakeside Residences in the Town of Georgina enjoy a Fresh Food Market.



"It's so nice to see people coming to the Fresh Food Market. It has been such a good thing — for five dollars, you can fill a bag with fresh produce. The people who come really see the benefit and often talk about how helpful it is. It's also become a meeting place where people can come together. Overall, I feel very positive about the program."

HYI Resident and Volunteer, Lakeside Residences



# MODERN HOUSING, MODERN SERVICES

## Digital innovation that strengthens connection and service

This year marked a major step forward in HYI’s digital transformation. New tools improved how residents receive information, request maintenance and stay connected in their homes. These changes reduced paper use, increased reliability and freed frontline staff to focus more time on direct resident service. Digital tools did not replace human connection they enhanced it making service faster, clearer and more consistent across the portfolio.

### Digital Communication



- First full year using electronic resident notices and timely updates on building and community matters
- Delivered over 2,000 digital campaigns to nearly 3,000 resident subscribers, with more than 295,000 emails sent
- Saved thousands of printed pages and hundreds of staff hours by ending paper delivery of general notices

### Digital Maintenance and Inspections



- Completed 99% of unit inspections digitally, replacing manual paper forms, reducing delays and improving accuracy
- Introduced digital logbooks for electrical inspections across the portfolio and elevator maintenance at three sites, improving tracking and compliance
- Launched a utilities oversight dashboard, in collaboration with York Region Public Works, to monitor water, electricity and gas usage, support early issue detection, and improve energy efficiency
- Strengthened long-term asset planning and forecasting through improved maintenance and inspection data

### Resident Portal



- Online tool where residents submit maintenance requests and track updates
- Full portfolio rollout began in June 2025, including Emergency and Transitional Housing locations
- 50% of households activated their accounts within six months
- 250+ online work orders submitted
- 80% satisfaction rate from portal feedback surveys

New approaches extended beyond interior work. HYI expanded the use of drone technology to complete roof and exterior inspections on multi-storey buildings, improving safety and minimizing disruption to residents while providing clearer, more detailed information to guide capital planning.

## Technology that Brings People Closer

Digital tools are helping HYI provide services that are modern, responsive and connected, building trust with residents through faster communication and information.

**Digital notices** provide timely updates that residents can access through email, helping them stay informed even when they are away from their home

**The Resident Portal** gives residents a simple way to submit maintenance requests online and track repair timelines, improving transparency and reducing uncertainty

**Real-time updates** help residents understand what’s happening with their requests, strengthening confidence in the service process



**“Spending time with residents at Resident Portal events has shown us just how valuable it is for them to see their request(s) progress in real time. Sharing this visibility builds trust, residents feel more connected and informed clearly seeing where things stand every step of the way. The real-time data also helps HYI staff respond efficiently and assists in planning building maintenance needs.”**

**Kristen Morrison,**  
Resident Relations and Engagement Specialist



# OPERATIONAL PERFORMANCE INDICATORS

Key performance indicators help HYI evaluate housing services, track trends and identify improvements.

TRENDS: POSITIVE NEGATIVE NEUTRAL

Neutral trends are defined as annual changes falling within a  $\pm 2\%$  variance.

PORTFOLIO STATISTICS	2021	2022	2023	2024	2025	TREND
Total number of community housing properties	36	36	37	37	38	
Total number of community housing units	2762	2762	3027	3027	3124	
Percentage of subsidized units	79%	78%	77%	78%	77%	
Percentage of market units	21%	22%	23%	22%	23%	
Percentage of units occupied	98%	99%	99%	99%	99%	
Number of new households placed from the region's centralized wait list	122	146	308	142	195	
Number of new market households	26	38	108	16	55	

The number of units increased by **97 units in 2025** due to the opening of Mosaic House in the Town of Whitchurch-Stouffville.



The first resident move-in receives keys to her new home at Mosaic House in the Town of Whitchurch-Stouffville.

RESIDENT SATISFACTION LEVELS	2021	2022	2023	2024	2025	TREND
Residents satisfied or very satisfied overall	N/A	80%	75%	81%	80%	

SUPPORTING RESIDENTS AND STRENGTHENING COMMUNITIES	2021	2022	2023	2024	2025	TREND
Percentage of rent collected	96%	94%	95%	96%	96%	
Percentage of households with no rent or parking arrears	93%	89%	90%	92%	92%	
Percentage of rent + parking arrears/rent + parking charged	0.8%	1.8%	1.0%	1.2%	1.3%	
Percentage of tenancies at risk for rent arrears preserved	97%	100%	98%	99%	99%	
Community events hosted	N/A	N/A	N/A	300	758	

Twelve properties had zero elevator downtime.	BUILDING MAINTENANCE	2021	2022	2023	2024	2025	TREND
	Facility condition index	3.8%	5.4%	5.2%	5.0%	4.8%	
	Days between move out and move in	81	74	67	49	49	
	Units inspected	0%	0%	0%	99.8%	98%	
	Resident-initiated maintenance requests completed within five business days <sup>†</sup>	N/A	85%	77%	78%	78%	
	Elevators Operational (% of time)	N/A	N/A	N/A	99%	99%	

<sup>†</sup> The methodology used to calculate completion days for maintenance requests was updated to more accurately capture full completion timelines.

ENERGY, UTILITIES AND BUILDING EMISSIONS <sup>††</sup>	2021	2022	2023	2024	2025	TREND
Electricity Consumption Per Square Foot (kWh/sq. ft)	8.31	8.39	7.63	7.77	7.07	
Natural Gas Consumption Per Square Foot (m <sup>3</sup> /sq. ft)	0.95	0.99	0.95	0.96	0.87	
Water Consumption Per Square Foot (m <sup>3</sup> /sq. ft)	0.14	0.15	0.13	0.14	0.13	
Green House Gas Emissions Per Square Foot (kg eCO <sub>2</sub> /sq. ft)	2.22	2.28	2.18	2.19	2	
Energy Use Intensity (ekWh/sq. ft) Natural Resources Canada benchmark: 21.17	18.33	18.83	17.65	17.9	16.25	

<sup>††</sup> The utility consumption and GHG emission data presented here is representative of properties where HYI is the utility account holder. The data excludes HYI properties with individual utility meters where the resident pays the utility provider directly, which is common in HYI townhouse properties.

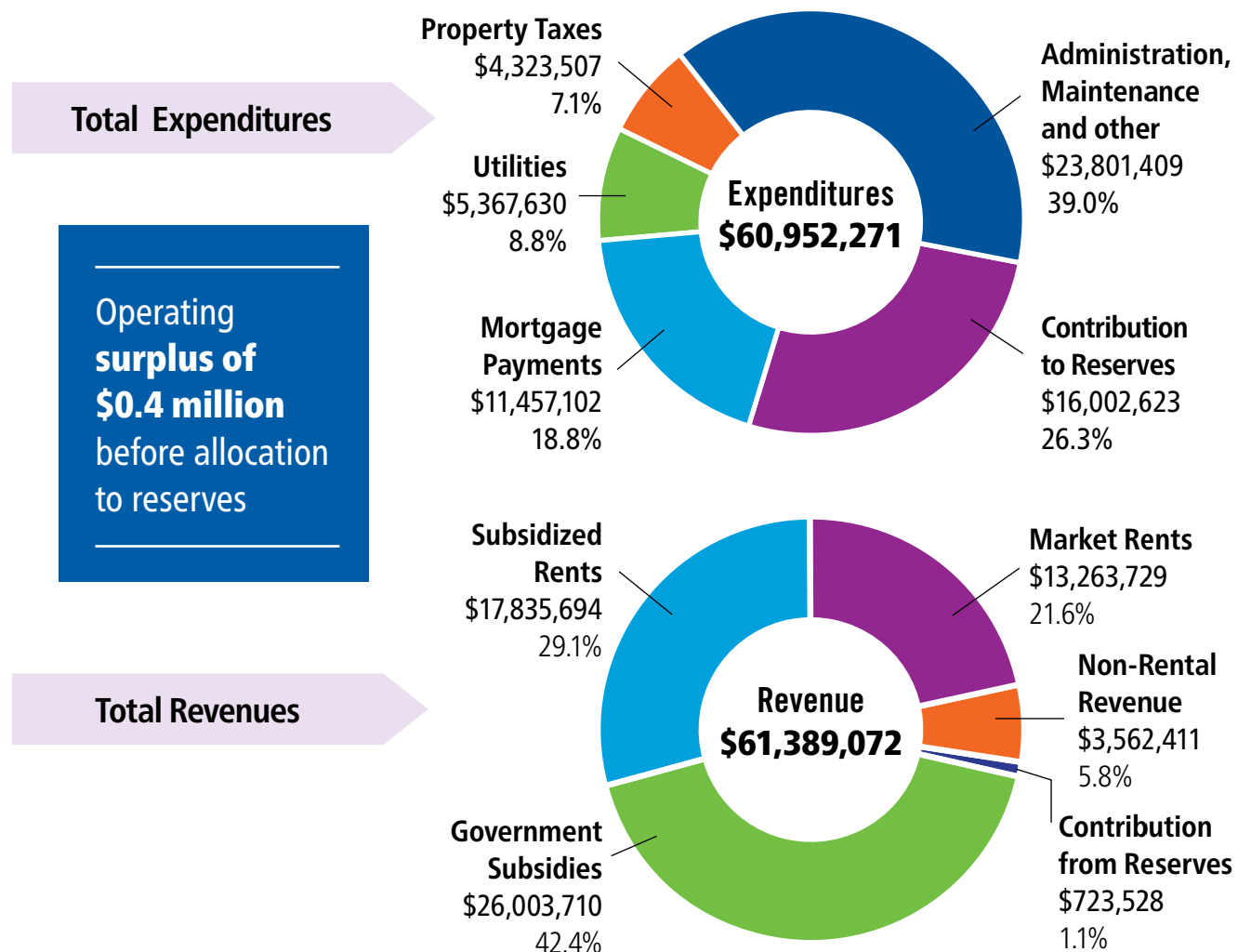
# FINANCIAL HIGHLIGHTS

## Stewardship, Stability and Long-Term Sustainability

The 2025 Financial Statements were prepared in accordance with the *Housing Services Act, 2011* and independently audited by KPMG to ensure accuracy and transparency.

HYI continued to demonstrate strong financial stewardship in 2025. Revenues exceeded expenditures by **\$0.4 million**, with the resulting annual surplus transferred to reserves in keeping with HYI's Operating Surplus Policy and long-term financial planning. Total assets were **\$371.6 million**, an increase of \$40.9 million (12%) compared to 2024, reflecting growth in the portfolio. Total liabilities declined by 11% to **\$35.3 million**, reflecting the final payout of four mortgages and continued efforts to strengthen the organization's financial position. Equity increased by \$45.4 million or 16% mainly due to the addition of Mosaic House.

Year-over-year changes in financial position were primarily influenced by the portfolio growth and debt management strategies. Together, these factors reinforce HYI's commitment to maintaining a stable, sustainable financial foundation that supports both ongoing operations and future housing growth across York Region.



### Balance Sheet

In \$000

Assets	
Current Assets	\$13,140
Investments	32,646
Property Holdings	325,831
<b>Total Assets</b>	<b>\$371,617</b>
Liabilities	
Current Liabilities	\$11,943
Building Finance	23,369
Other Long-Term Liabilities	25
<b>Total Liabilities</b>	<b>\$35,337</b>
Equity	
Reserve Funds	\$35,876
Shareholder's Equity	300,404
<b>Total Equity</b>	<b>\$336,280</b>

### Reserves

In \$000

Reserves	
Capital Reserve	\$24,343
Emergency Housing Reserve	5,066
Working Capital Reserve	3,500
Strategic Initiatives Reserve	1,967
Operations Reserve	1,000
<b>Total Reserves</b>	<b>\$35,876</b>

### Income Statement

In \$000

Revenue	
Rental Revenue and Other Income	\$35,385
Government Subsidies	26,004
<b>Total Revenue</b>	<b>\$61,389</b>
Expenditures	
Administration, Maintenance and other	\$ 23,801
Mortgage Payments	11,457
Utilities	5,368
Property Taxes	4,324
Contribution to Reserves	16,002
<b>Total Expenditures</b>	<b>\$60,952</b>
<b>Operating Surplus</b>	<b>\$437</b>

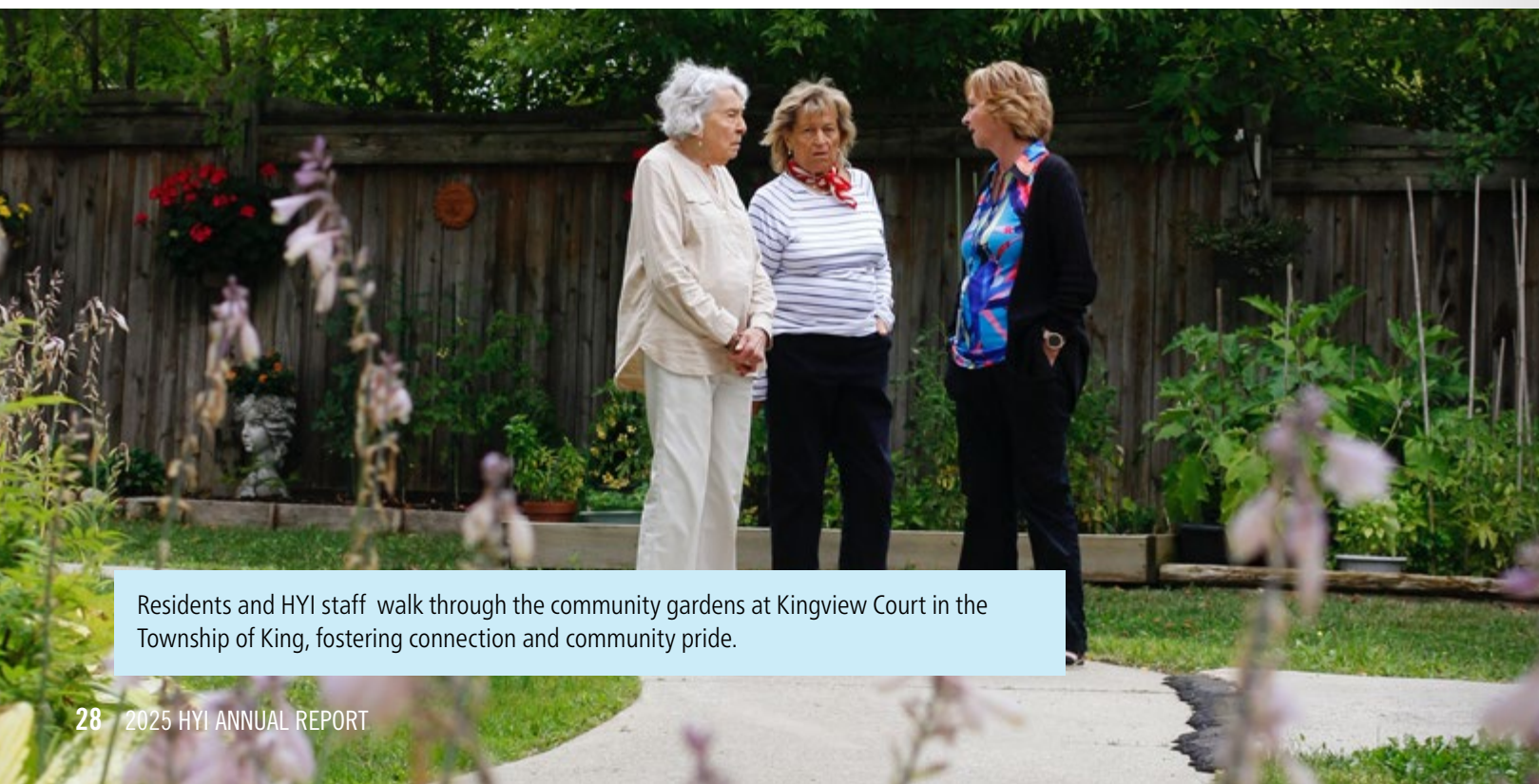
HYI's long-term fiscal plan, approved by the Board, provides the framework for responsible financial management. The plan outlines reserve strategies and guides investment and surplus allocation decisions ensuring HYI protects its assets and uses resources responsibly.

# PARTNERSHIPS AND ADVOCACY DRIVING LONG-TERM HOUSING SOLUTIONS

As HYI moves into 2026, we remain focused on advancing the priorities of the 2025 to 2028 Strategic Plan: sustain and increase our housing portfolio, encourage resilient communities, support successful tenancies, and drive innovation and continuous improvement. Looking ahead, sustained investment from all levels of government remains critical. Like other community housing providers across Ontario, HYI faces rising demand, aging infrastructure and increasing construction costs. Continued federal and provincial funding, through programs such as the Affordable Housing Fund, the Housing Accelerator Fund and the emerging Build Canada Homes opportunities, will shape how quickly York Region can build new homes and HYI can preserve existing ones.

In 2026, HYI will also be positioned to work more closely with York Region’s homelessness services as Housing Services and Homelessness Community Programs form a new Branch. This integration reflects a shared commitment across the Region to reduce and prevent homelessness, coordinate supports and ensure stable housing pathways for residents most at risk. By strengthening collaboration with homelessness service planners and partners, HYI can contribute to a more seamless system response supporting residents along the full housing continuum: from emergency and transitional needs to sustainable community housing.

With strong plans, strong partnerships and strong momentum, HYI is ready to advance more safe, affordable and stable housing for residents across York Region.



Residents and HYI staff walk through the community gardens at Kingview Court in the Township of King, fostering connection and community pride.

## Looking Ahead to 2026



**Construction at Box Grove and 62 Bayview Parkway is expected to begin in 2026, advancing about 400 new units this year**



**The Queensway South in the Town of Georgina, is in the early planning stage, with land acquisition finalized in 2025 and preliminary work underway to prepare for future development**



**HYI will deepen its digital transformation, expand data-driven improvements and continue strengthening partnerships to support healthy, inclusive communities across all buildings**



**The Resident Portal and digital service tools will expand with targeted support, improving access to maintenance requests, communication and service tracking**



**Capital renewal and asset management investments will continue across the portfolio, supporting aging-in-place, accessibility, life-safety upgrades and long-term building resilience**



**Energy efficiency and sustainability initiatives will advance, supporting climate-resilient housing**



**HYI will deepen partnerships with community agencies and service providers, strengthening resident well-being, tenancy stability and access to local supports**



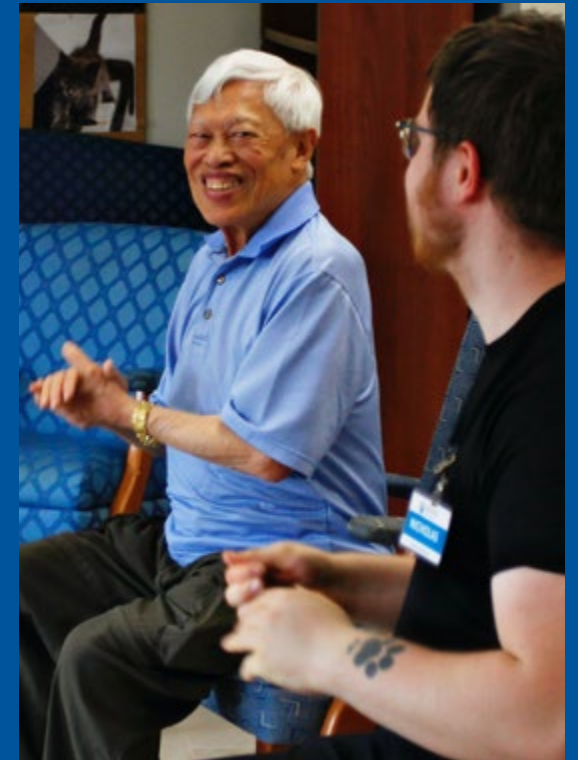
**HYI will support the Region’s ongoing advocacy for sustained federal and provincial housing investment, including efforts to secure operating funding, portfolio preservation, new construction and long-term affordability across York Region**

# COMMUNITIES BY MUNICIPALITY

-  High Rise
-  Low Rise/Mid Rise
-  Townhouse
-  Emergency and Transitional Housing
-  Planned/Under Construction



**TOGETHER, WE ARE BUILDING STRONGER, MORE RESILIENT COMMUNITIES.**



From Fresh Food Markets to exercise classes and community barbecues, residents enjoy opportunities for connection and belonging across HYI communities.

# Housing York Inc. 2025 Annual Report

Accessible formats or communication supports are available upon request.

Phone: **1-866-308-2226**

Email: **HYI@york.ca**






[york.ca/HYI](http://york.ca/HYI)



## APPENDIX A – 2025 BUSINESS PLAN RESULTS

# BUILDING BETTER TOGETHER: YEAR-END UPDATE 2025 HOUSING YORK INC. (HYI) BUSINESS PLAN

Number of 2025 actions identified:	<b>19</b>
Quarter:	<b>Q4 2025</b>
Actions completed:	<b>79% (15/19 actions)</b>
Targets achieved (met or exceeded):	<b>79% (15/19 actions)</b>
Targets not met:	<b>0% (0/19 actions)</b>
Actions in progress:	<b>21% (4/19 actions)</b>
Actions deferred/delayed:	<b>0% (0/19 actions)</b>

 Target exceeded
 Target met
 Target not met
 In progress; action to continue
 Action deferred <sup>1</sup> /delayed or N/A for 2025

<sup>1</sup> “Deferred” is used when action is impacted by factors outside HYI’s control.



**STRATEGIC PRIORITY 1:**

## Sustain and Increase HYI’s Portfolio

OBJECTIVES	ACTIONS	DETAILS	STATUS
Plan effectively to enable portfolio growth and asset management	Continuing advocacy to senior levels of government for stable and consistent capital funding to increase HYI’s portfolio.	Advocacy efforts remain a priority, and 2025 was a successful year with regular meetings held between Housing staff Canada Mortgage and Housing Corporation (CMHC) and Ministry of Municipal Affairs and Housing (MMAH). In 2025, applications to CMHC’s Affordable Housing Fund were submitted for both the Box Grove development in the City of Markham and the 62 Bayview Parkway development in the Town of Newmarket.	<b>Target met</b>
	Completing rent up of Mosaic House, aiming for a 70% subsidized unit and 30% market unit split.	100% of units occupied. 70% of units are subsidized and filled through York Region’s Centralized Wait List with rents typically ranging from \$390 to \$1,787. 30% of the units are market-rent units, to help offset operational cost for the subsidized units, with market rents between \$2,050 and \$2,950.	<b>Target met</b>
	Achieving market rents at Mosaic House of at least 125% Canada Mortgage and Housing Corporation Average Market Rent to offset subsidized unit rents.	Market units have been leased with rents between 127% and 145% of CMHC Average Market Rent.	<b>Target exceeded</b>
Collaborate with the Region to expand the HYI portfolio	Completing construction and rent up of Mosaic House in the Town of Whitchurch-Stouffville (97 units).	Occupancy granted. Rent up completed.	<b>Target met</b>
	Continuing work on the Box Grove community housing development in the City of Markham (approximately 150 units) including executing site plan agreement, awarding tender for construction company and beginning construction. Occupancy is targeted for 2027.	Planning approvals for the Box Grove development are now fully secured, including a Site Plan Agreement which was executed by the Region in 2025.  Construction tender issued – closing Q1 2026.	<b>In progress; action to continue</b>

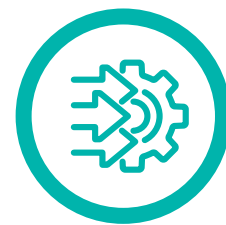
OBJECTIVES	ACTIONS	DETAILS	STATUS
<b>Collaborate with the Region to expand the HYI portfolio</b>	Advancing work on Bayview Parkway community housing (initial proposal of approximately 250 units) in the Town of Newmarket, including awarding pre-qualification for general contractor, obtaining planning approvals and preparing and releasing tender package for construction company. Occupancy is targeted for late 2028/ early 2029.	62 Bayview Parkway continued to advance in 2025, receiving land use approvals at a Special Council meeting in July, immediately followed by the submission of a Site Plan Application.  The pre-qualification for a general contractor was released in October. Twelve proponents to be evaluated.	<b>In progress; action to continue</b>
	Finalizing municipal fee concessions for Box Grove community housing development and Bayview Parkway community housing development.	Municipal fee concessions have been secured for Box Grove development in the City of Markham, including a Development Charges (DC) waiver and a parkland dedication waiver. Official confirmation of the Town of Newmarket fee waivers for 62 Bayview Parkway development remains an ongoing action, as the project is less advanced.	<b>In progress; action to continue</b>
	Continuing the search for suitable lands to accommodate emergency and transitional housing.	In June 2025, Regional Council approved a new Site Selection Framework for Regional Housing Development. Throughout 2025, 59 sites were evaluated using the framework with a total of nine high-development potential sites identified.	<b>Target met</b>
	Identifying the next HYI development for pre-development activities.	Through the site selection evaluation process, a high-potential site was identified and advanced to a confirmed project, with private land acquisition for The Queensway South development completed in November as well as successful inclusion in the 2026 10-Year Capital Plan. This project will expand the HYI portfolio and include a mix of uses, including emergency, transitional and community housing, as well as a dedicated community space.	<b>Target met</b>

OBJECTIVES	ACTIONS	DETAILS	STATUS
<p><b>Sustain the existing HYI portfolio</b></p>	<p>Enhance building services through technology enhancements with continued implementation of a preventative maintenance module and expanded stack cleaning, common area cleaning and repairs.</p>	<p>Completed enhanced building services initiatives, including steam cleaning across all properties, a pilot of drone-assisted window cleaning at a high-rise site, and expanded stack cleaning at select buildings to help prevent costly and disruptive back-ups in residents' units. Expanded the preventative maintenance module to include heat pumps, make-up air units, heating boilers and domestic hot water boilers.</p>	<p><b>Target met</b></p>



## Encourage Resilient Communities and Successful Tenancies

OBJECTIVES	ACTIONS	DETAILS	STATUS
<p><b>Encourage resident well-being, promote healthy living and help residents thrive in their community</b></p> <p><b>Advance resilient communities where residents feel a sense of belonging, inclusivity and safety</b></p> <p><b>Build capacity to support complex and vulnerable tenancies</b></p>	Continuing to meet large provider 2023 benchmark of 89% of households in financial good standing.	Exceeded target as 92% of households in good standing as of December 31, 2025.	<b>Target exceeded</b>
	Meeting target of preserving 97% of tenancies at risk for rent arrears by continuing to offer payment plans and supporting referrals for households.	Exceeded target as 99% of tenancies at risk for rent arrears preserved as of December 31, 2025.	<b>Target exceeded</b>
	Increasing or sustaining partnerships with 10 community service agencies and internal program areas in alignment with HYI's approach to community partnerships.	Programming was delivered through collaborations with 16 local municipal, community agency and internal York Region program partners.	<b>Target exceeded</b>
	Continuing onsite and virtual resident engagement in alignment with HYI's approach to community partnerships by holding 12 engagement activities.	Coordinated delivery of 758 on-site engagement and program activities across HYI communities in collaboration with community, local municipal, and internal program partners.	<b>Target exceeded</b>



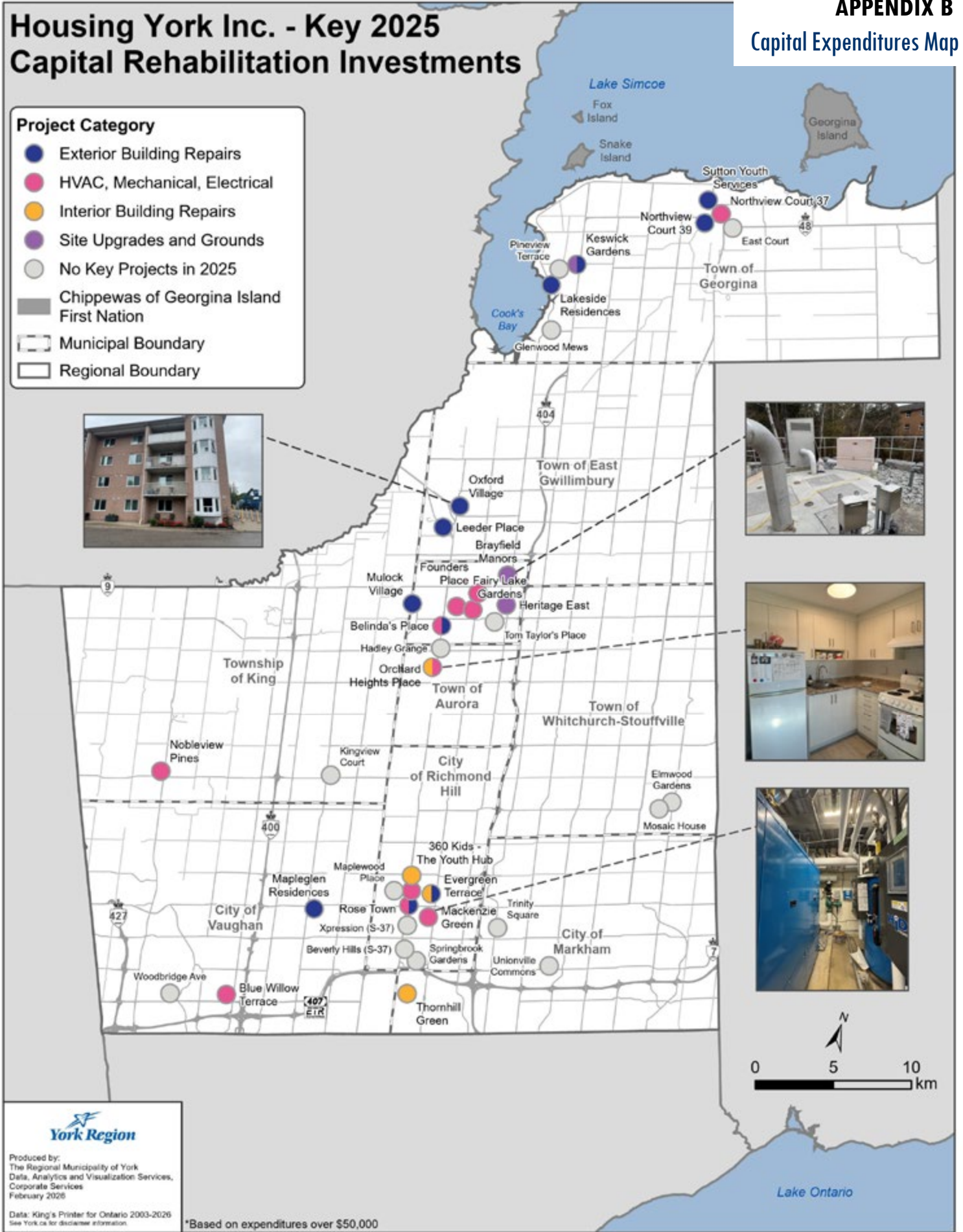
## Drive Innovation and Continuous Improvements

OBJECTIVES	ACTIONS	DETAILS	STATUS
<b>Improve resident experience and support operational efficiencies through data and technology</b>	Supporting HYI's overall resident satisfaction, continuing to exceed the benchmark of similar housing providers.	Exceeded target as 80% of residents indicated overall satisfaction, above benchmark of similar housing providers (72%).	<b>Target exceeded</b>
	Enhancing resident communication through digital displays, HYI branding and website refresh.	The website refresh was completed in 2025, improving navigation, accessibility and access to resources. Planning for the digital display rollout and HYI brand visual refresh was also finalized in 2025. Implementation in 2026 will deliver operational digital displays at HYI's larger buildings, providing timely resident communications and supporting on-site engagement, and will deploy an updated HYI visual brand across public-facing materials and platforms.	<b>In progress; action to continue</b>
	Increasing responsiveness to residents and partners through a pilot program for remote access control, closed-circuit television and staff coverage.	The pilot program was completed across three sites, intentionally including both seniors' and mixed (all ages) housing buildings to ensure the model is effective across diverse resident needs. The results established a scalable framework that improves safety, responsiveness and operational consistency. The next phase will advance implementation across the portfolio as a capital project.	<b>Target met</b>
	Continue to achieve operational efficiencies to support resident services through the continued implementation of an online tenant portal for Mosaic House residents, supporting timely resident communications and electronic maintenance requests.	Implemented the resident portal for Mosaic House residents, supporting electronic maintenance requests. By December 2025, portal enrollment reached 92% and maintenance received an average rating of five out of five.	<b>Target met</b>

OBJECTIVES	ACTIONS	DETAILS	STATUS
<p><b>Implement climate change and energy conservation measures to enhance resilience of HYI buildings</b></p>	<p>Continuing to advance initiatives to improve energy efficiency and reduce greenhouse gas emissions over the next four years, with work on the next HYI Energy and Utilities Management Plan (2026 to 2030) starting in 2025.</p>	<p>The HYI board approved the 2026 to 2030 Energy Utility Management Plan with investments approved through the 2026 Capital Plan. HYI continued to implement energy saving upgrades delivered at no cost through the Independent Electricity System Operator (IESO) Save-On-Energy program and the Enbridge Home Winterproofing program.</p>	<p><b>Target met</b></p>

# Housing York Inc. - Key 2025 Capital Rehabilitation Investments

- Project Category**
- Exterior Building Repairs
  - HVAC, Mechanical, Electrical
  - Interior Building Repairs
  - Site Upgrades and Grounds
  - No Key Projects in 2025
  - Chippewas of Georgina Island First Nation
  - Municipal Boundary
  - Regional Boundary



**York Region**

Produced by:  
The Regional Municipality of York  
Data, Analytics and Visualization Services,  
Corporate Services  
February 2025

Data: King's Printer for Ontario 2003-2026  
See York.ca for disclaimer information.

\*Based on expenditures over \$50,000

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