

2025 TO 2028 HOUSING YORK INC. STRATEGIC PLAN:

FROM VISION TO VIBRANT COMMUNITIES

HOUSING YORK INC.

York Region



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



John Taylor

Secure and affordable housing is essential for everyone. It's the foundation of strong, inclusive communities and a critical social determinant of health. In York Region, the demand for affordable housing continues to grow and the need for action has never been greater.

As York Region's housing corporation, Housing York Inc. (HYI) plays a key role in advancing the Region's housing priorities. We are focused on sustaining housing options for residents of all ages and life stages. From young families to older adults, housing stability is vital to helping people thrive.

HYI's 2025 to 2028 Strategic Plan builds on past progress and responds to new and evolving challenges. Our commitment to growth, sustainability and innovation remains strong and our resolve to support our residents even stronger. Through this plan, we will:

1. **Sustain and increase our housing portfolio** operating new developments like Mosaic House in the Town of Whitchurch-Stouffville, which opened in March 2025, and working with York Region on upcoming developments in the City of Markham and Town of Newmarket
2. **Encourage resilient communities and support successful tenancies** by connecting residents with financial supports, service referrals and wellness programs
3. **Drive innovation and continuous improvement** to better meet the needs of a growing and diverse population

We know we cannot do this work alone. Partnerships with the Region's nine cities and towns, the private and non-profit sectors and investments from all levels of government are essential to achieving lasting change. Together, we are creating new housing opportunities and investing in the future of our existing communities.

Residents remain at the heart of everything we do. We are committed to maintaining high standards of service, improving communication and access and ensuring Housing York remains a trusted housing provider for years to come.

Through this plan, we will build on our momentum – and build better together – so all York Region residents have a place to call home.

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



Residents and York Region Housing Services staff enjoy community activities

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Executive Summary

The current housing landscape continues to evolve in York Region. Housing affordability pressures, combined with a lack of supply, continues to be a main concern for York Region residents. The supply of affordable housing options is not well-matched to the current and forecasted needs of York Region residents. As a result, demand for subsidized housing continues to grow demonstrating the significant need for affordable housing options in York Region. In 2024, 18,419 households were on the Region's subsidized housing wait list, growing by 17% from 2023. By comparison, 436 households were housed in 2024, with Housing York Inc. (HYI) housing 142 households (33% of all wait-listed households).

HYI residents are facing increasingly complex challenges and require additional supports. Approximately 59% of HYI subsidized residents are over the age of 65, and within five years, this number is estimated to grow to 64%.[1] Approximately 36% of all HYI households include a person with at least one type of disability[2]. HYI is committed to providing safe, secure and affordable housing to promote the health and well-being of its residents.

As **HYI's assets** age, it is important to ensure buildings remain in a state of good repair through proactive and responsive asset management. HYI's operations are guided by a comprehensive Board-approved, long-term fiscal plan, and financial sustainability continues to be a key focus so HYI can safeguard its assets and effectively manage its resources over the long term.

More **community housing supply** is needed. Working with the Region, HYI is a key contributor to the supply of affordable housing options for residents across York Region; however, investment from senior governments remains critical to addressing growing need. Partnerships with all levels of government, non-profits, and industry leaders is an essential tool for tackling housing supply issues, as HYI and the Region cannot address housing challenges alone.

As the Region's housing corporation, HYI plays an essential role in advancing the Region's housing priorities. The 2025 to 2028 HYI Strategic Plan reflects a commitment to sustaining community housing supply and working with the Region to increase supply, while also prioritizing supports for residents' needs and enhancing the resident experience through innovation and continuous improvement. Residents remain at the forefront of strategic planning efforts to help ensure affordable housing options and the right supports are available now and in the future.

Over the next four years, HYI will be guided by **three key strategic priorities,** informed by feedback from residents, community partners, internal staff and Board of Directors:

PRIORITY 1

Sustain and Increase HYI Portfolio

PRIORITY 2

Encourage Resilient Communities and Successful Tenancies

PRIORITY 3

Drive Innovation and Continuous Improvement



Unionville Commons, City of Markham

Background and Landscape

HYI is York Region's largest operator of community housing managing **38 housing properties,** with **over 4,500 tenants and 3,124 units** across all nine cities, townships, and towns HYI was established in 2003, and is regulated by the *Housing Services Act, 2011,* incorporated under the *Ontario Business Corporations Act, 1990*, and owned by The Regional Municipality of York.

HYI manages a diverse portfolio of townhomes and apartment buildings, offering a range of housing solutions to residents, including seniors, families, individuals with diverse abilities and multi-lingual residents. HYI offers both subsidized and market units to residents to create healthy mixed income communities.

HYI is responsible for building operations, ensuring properties are well-maintained and financially sustainable, supporting successful tenancies and promoting resident engagement.

HYI plans and delivers capital renewal projects to ensure HYI's portfolio remains modern, energy-efficient and safe. HYI collaborates with the Region, which is responsible for development of new community housing projects. HYI provides tenant management services and connects residents to programs and support services to enable successful tenancies.





York Region Housing Services staff

HYI's **vision, mission and mandate** continue to guide this strategic plan and daily operations.

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.

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 manages a **diverse portfolio** of townhomes and apartment buildings





Dunlop Pines, City of Richmond Hill

> Through the Energy Savings Affordability Program, we secured more than 130 Energy Star-rated refrigerators that were delivered to buildings with planned kitchen renovations. The program meant we could include new, more efficient fridges as part of the renovations. We are hearing from residents. They love the new fridges!
>
> **York Region Housing Services Staff**



HYI Roles and Responsibilities

York Regional Council is the sole shareholder for HYI, which appointed the Board of Directors and passed the current shareholder direction that sets out the Board's authorities. Council approves the Region's annual budget, which includes funding allocated to HYI. Council is also responsible for approving housing development and capital funding for new buildings that HYI receives and operates.

HYI's Board consists of members of Council and is responsible for setting HYI's strategic direction in alignment with Regional strategies, overseeing operations, and approving its budgets, annual reports and audited financial statements.

HYI, as a corporation, does not have its own employees. The Region has a Management Services Agreement with HYI to provide necessary employee resources to manage strategic planning, financial services, and day-to-day operations of the corporation. The Region develops new buildings and HYI receives and manages buildings once completed.

Building Better Together: Highlights and Accomplishments

From 2021 to 2024, HYI achieved significant progress implementing the strategic plan, Building Better Together, through collaboration with its partners. Key accomplishments under each priority are highlighted below:

Priority 1: Expanded Housing Portfolio

- The Region exceeded the target to double the rate of growth of HYI units in planning and development. 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 HYI units in the Town of Whitchurch-Stouffville. Both properties were turned over to HYI for operations and management.
- The Region also advanced HYI units in planning and development. This includes 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, 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.

Priority 2: Inclusive Communities and Successful Tenancies

- Completed 2024 Resident Survey with positive results, including an 81% overall satisfaction rating.
- Ensured 100% of HYI staff members completed anti-racism training to support inclusive communities.
- Achieved a 71% satisfaction rate for elevator services, 80% for green spaces and 80% for resident-requested maintenance, all exceeding strategic plan targets, showing continuous improvement in building and resident-requested maintenance.
- Preserved tenancies, with 98% of tenancies at risk for rent arrears maintained.

Priority 3: Financial Sustainability

- Completed a market rent survey for Mosaic House to inform unit rents, which were set at 125% average market rent or higher, to support the building to be operationally self-sustaining.
- Leveraged federal and provincial funding to support Mosaic House, ensuring the building will be debt free.
- Exceeded forecasted target for greenhouse gas (GHG) emissions as projects completed cumulatively resulted in a reduction of 266 tonnes of GHG emissions annually.



Founders Place, Town of Newmarket

Strategic Alignment

The federal and provincial funding and policy environment sets the context and informs strategic planning for York Region and HYI.

As **Service Manager,** the Region is responsible for planning, managing, and administering funding for York Region's housing and homelessness system based on local needs and in accordance with its 10-year housing and homelessness plan.

As the Region's housing corporation, HYI also has an important role in supporting the Region in achieving its goals within the housing system. Although the Region's role as Service Manager is distinct from HYI's role as a housing provider, this Strategic Plan supports key Council priorities. This includes the 2023 to 2027 Strategic Plan, and the Region's next 10-year housing and homelessness plan, which is under development.

FEDERAL AND PROVINCIAL FUNDING AND POLICY ENVIRONMENT

2023 TO 2027 CORPORATE STRATEGIC PLAN
Sustain and increase affordable housing choices

SERVICE MANAGER ROLE
10-year housing and homelessness plan

HOUSING YORK INC.
2025 to 2028 Strategic Plan

3,124 Units

1,751 SENIORS*

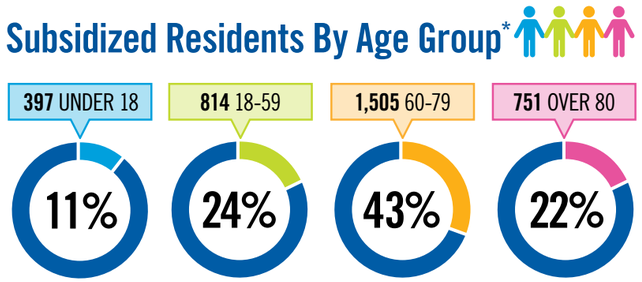
620 FAMILY*

753 MIXED*

Over 4,500 RESIDENTS

57% of residents surveyed did not feel or were unsure that the right community programs were available to them

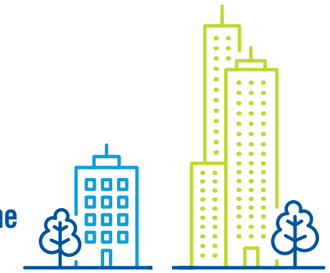
Subsidized Residents By Age Group*



61% felt very included or somewhat included in their community while **14%** of respondents felt somewhat or very excluded from their community

3,005 Households

Average Subsidized Income
$25,010



704 (23%) Market Rent*

2,330 (77%) Subsidized*

24 SENIOR BUILDINGS

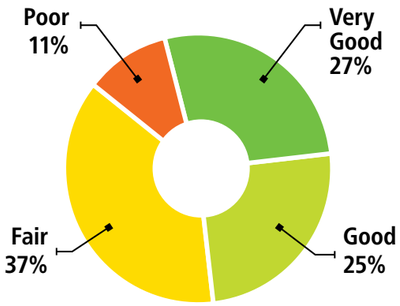
7 FAMILY SITES

7 MIXED BUILDINGS

Average Building Age
30.6 years

Facility Condition Index (FCI) Rating

Condition Grade	FCI
Very Good	0 to 1%
Good	>1 to 5%
Fair	>5 to 10%
Poor	>10 to 30%
Very Poor	>30%



*Based on actuals as of December 31, 2024, and adjusted to include Mosaic House.



Mackenzie Green, City of Richmond Hill

An Updated Plan for 2025 to 2028

As a leader in affordable housing, the 2025 to 2028 HYI Strategic Plan represents a commitment to advancing HYI's vision of building communities that everyone would be proud to call home. This plan builds on the priorities and accomplishments of the previous plan and includes innovative approaches to tackle emerging challenges.

Three strategic priorities will guide HYI over the next four years, focused on building and strengthening HYI's portfolio, supporting its residents, and continuous improvement. Objectives are included under each strategic priority, measured by key results and key performance indicators and, where appropriate, specific targets. This combined approach addresses the diverse business needs under each strategic priority, where some results are quantitative and some are qualitative. Four-year actions outline how objectives will be advanced.

In June 2025[3], Regional Council adopted HYI's revised Third Amended and Restated Shareholder Direction and amended Articles of Arrangement, with final adoption at the annual Shareholder's Meeting. This included 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.

Developing the Plan

Collaboration and consultation are essential components in developing the Strategic Plan. This plan represents feedback from residents, HYI Board members, community agencies, and Regional staff from all levels. Consultations with HYI residents provided valuable insights into community needs. HYI residents expressed strong interest in programming such as recreation, community safety, physical health and food security and social inclusion. Residents also provided feedback to improve awareness of existing social work programs. These findings are reflected in the strategic priorities and actions of this plan. The plan also reflects the results of an environmental scan and analysis of HYI's strengths, weaknesses, opportunities and threats. The strengths, weaknesses, opportunities and threats analysis is included as Appendix A. This plan aligns with other Regional strategic initiatives, including the development of the Region's next 10-Year Housing and Homelessness Plan.

Funding the Plan

This Strategic Plan includes a number of goals and actions to help HYI advance towards achieving its vision, with a strong emphasis on financial sustainability to ensure the organization's long-term viability. HYI develops annual business plans and budgets to operationalize each year of the Strategic Plan. HYI's budget enables the corporation to implement strategic directions, effectively manage increasing service demands and maintain or enhance existing service levels. Financial implications of the actions will be considered through the multi-year budget process and presented to the Board for review, and approval annually.

2025 to 2028
HYI Strategic Plan

Environmental Scan
Mission/vision, cross-jurisdictional scan and analysis of HYI's strengths, weaknesses, opportunities and threats

Housing Services Staff Engagement
Staff survey and working group

HYI Board Workshop
Strategic planning session to inform priorities, objectives, and actions

Resident Survey and Focus Groups
2024 Resident Survey of 830 households, 6 focus group sessions with 50 attendees

Community Agency Focus Group
Focus group discussions with HYI staff and community agencies

Alignment with Existing Plans and Commitments
Alignment with supply actions presented to Committee of the Whole in October 2024

Resident Demographics
Review of resident needs through HYI data and demographics

Strategic Priorities

STRATEGIC PRIORITY 1:

Sustain and Increase HYI's Portfolio

Why this priority is important?

This strategic priority recognizes the growing need for safe, secure, and affordable housing for households with low and moderate incomes in York Region. As HYI's assets age, it is critical to ensure the existing community housing portfolio is maintained so individuals and families have housing options for all ages and stages of their lives. As HYI's 11 Part VII buildings reach the end of their respective mortgages, it will be important to develop an approach for these buildings that supports asset management, and communicate to the Board.

While HYI does not directly build community housing, supply-related actions are included as new developments have operational and asset management implications for HYI. HYI is a partial funder, a landowner of sites with redevelopment potential, and an operator. Actions will inform how the Region develops on behalf of HYI, and support HYI to identify its needs. Coordination between the Region and HYI is important to support effective financial management and business planning.

What we're already doing

- Planning to receive and operate new developments once completed by the Region.
- Influencing progressive building techniques and forms of contract with consideration to operational and asset management needs.
- Prioritizing sustainability, energy efficiency and modernization, ensuring HYI buildings remain safe, resilient and environmentally responsible.
- Informing the Region's advocacy to senior levels of government on funding needed for capital repairs and new developments.



> Think about asset management as you would think about a car. You purchase a new vehicle and you want to maintain it in a state of good repair. You take it to a mechanic, you change the oil, you do your regular maintenance. As that vehicle ages, you start to repair items to make sure it's reliable and efficient. Buildings are very much the same. You build a building and about 10 to 15 years later, it starts to age and requires renovations and equipment replacements so we can maintain safe, comfortable homes for residents.
>
> **York Region Housing Services Staff**

Fairy Lake Gardens, Town of Newmarket

STRATEGIC PRIORITY 1:

Sustain and Increase HYI's Portfolio

How we will achieve progress

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS

Plan effectively to enable portfolio growth and asset management	• Collaborate with the Region to:
	  • Review and update HYI development model (HYI proforma), including rent models and levels of affordability based on resident needs and operational efficiencies
	  • Develop financial strategy for new HYI projects (including consideration of acquisitions, partnerships with local municipalities, and review of HYI's approach for debt)
	  • Develop and implement design standards and options to enhance efficiency
	  • Establish updated HYI pipeline list, including new projects and redevelopment of existing HYI properties
	• Update Portfolio Management Plan (including redevelopment and disposal)
	• Plan for new developments to support intent of the Region's Climate Change Action Plan
	• Work with the Region as Service Manager to develop an approach and plan for end of mortgage for HYI's 11 Part VII properties
	• Continue to influence progressive building techniques and forms of contract with consideration to operational and asset management needs
		Key Results:
		• Portfolio Management Plan developed that considers asset management and redevelopment potential, approved by the Board
		• Planned list of HYI projects reviewed annually by the Region to facilitate operational readiness
		• Financial strategy in place to enable portfolio management
		Key Performance Indicators and Targets:
		• 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]
		• Percentage of buildings planned for redevelopment/divestiture that have comprehensive asset management plans **(100%)**[2]

Collaborate with the Region to expand the HYI Portfolio	**Support Region's planning and development efforts to:** • Advance units in planning and development ready for construction, contingent upon funding • Complete construction of new HYI development(s), contingent on funding • Advance new and replacement emergency and transitional housing projects	**Key Results** • Increased supply of HYI subsidized and market units for residents with low and moderate incomes • Increased supply of emergency and transitional housing managed by HYI **Key Performance Indicators and Targets:** • Number of community housing units turned over to HYI for operation **(Minimum of 400 completed over four years)** • Number of new emergency and transitional housing facilities turned over to HYI for management **(2)**[3]

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

2 Subject to approval from local planning authority.

3 Subject to approval from local planning authority.

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS
Sustain the existing HYI portfolio	• Prepare long-term capital reserve fund studies and multi-year capital plans to ensure the portfolio Facility Condition Index target can be achieved • Deliver capital renewal projects to improve building condition • Integrate and expand accessibility features in projects • Perform component life expectancy analysis annually • Create capital plans and deliver capital projects to address properties in poor condition • Continue to provide dependable and reliable critical building services through the implementation of a digital preventative maintenance program	**Key Results:** • Improved condition of HYI buildings • HYI buildings have more integrated accessibility features to support residents' changing needs **Key Performance Indicators and Targets:** • Condition grade for the HYI portfolio, with consideration to divestiture and re-development plans **(FCI <5%[4])** • Meet or exceed life expectancy of major building components **(90% annually)** • Maintain or exceed resident satisfaction rating for maintenance and repairs[5] **(80%)** • Proportion of planned preventative maintenance **(60%) versus responsive maintenance (40%)[6]** • Improve the condition grade of developments in poor condition that do not have divestiture or redevelopment plans **(Less than four properties in poor condition and reduce FCI to under 12.6%)**

4 For assets not planned for divestiture and redevelopment.

5 Results will be captured after a 4-year period as opposed to an annual basis.

6 Planned Preventative Maintenance: Proactive approach that schedules regular inspections and maintenance to keep components or assets running smoothly and avoid problems before they happen. This reduces downtime, extends equipment lifespan, and reduces costs (e.g. filter replacements). Responsive Maintenance: Fixing components or assets after they break or stop working properly. This can result in unplanned downtime and higher repair/replacement costs (e.g. fixing a leaking pipe, replacing a broken appliance).

STRATEGIC PRIORITY 2:

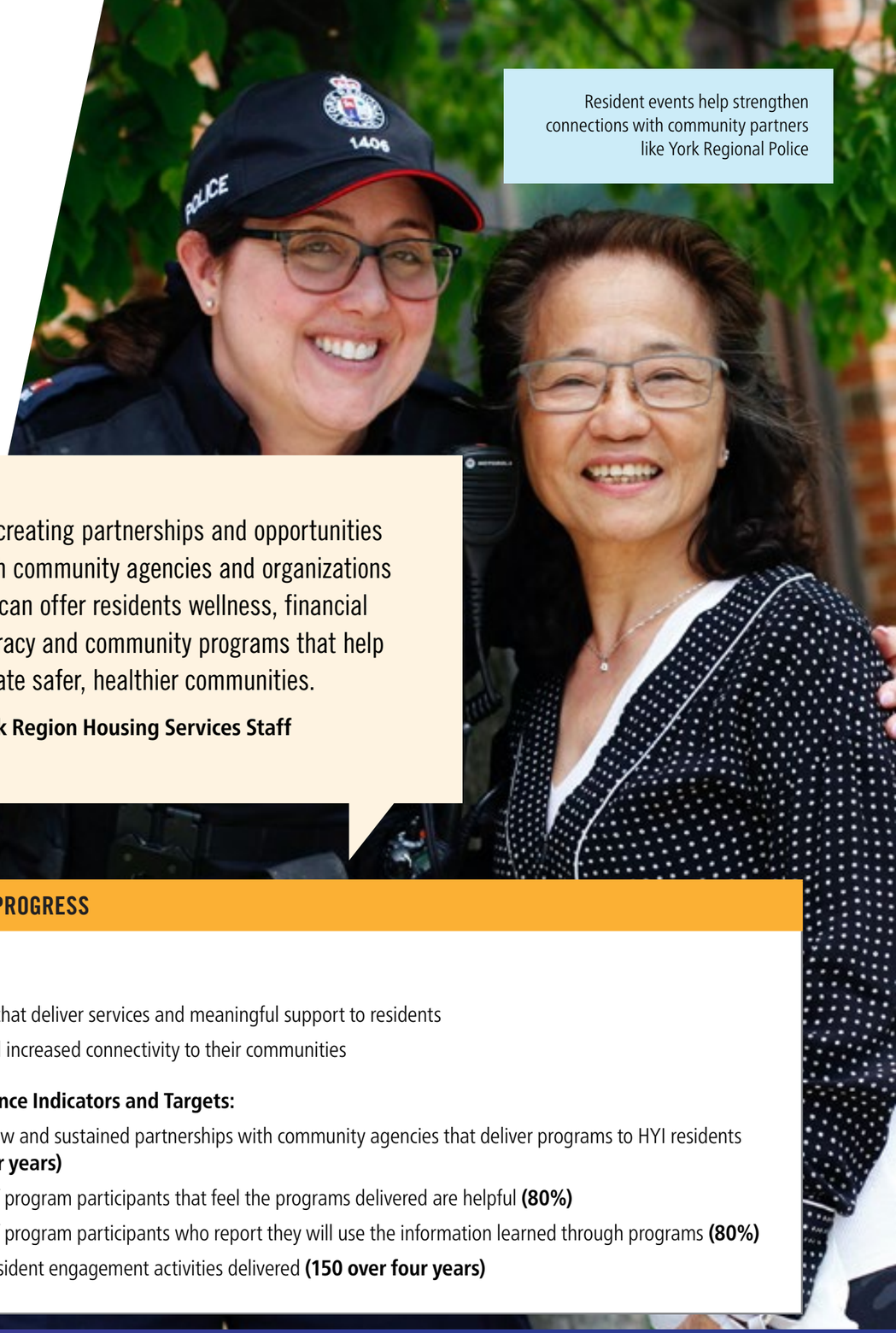
Encourage Resilient Communities and Successful Tenancies

Why this priority is important?

This priority recognizes the importance of supporting residents to have successful tenancies and enhancing their overall well-being. This means providing the right services at the right time to the residents that need them, so all residents feel safe, welcome and at home in HYI communities. To advance this priority, HYI will administer programs or purchase services from third parties that offer social and wellness programs for residents on an ongoing basis. 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.

What we're already doing

- Ensuring residents are connected to a broad range of programs and services to support successful tenancies (e.g. financial literacy, physical health and recreation programs, mental health, and food security programs) including working with the Region's cities, townships and towns to raise awareness of available programs.
- Working with community agencies to deliver services and meaningful support to residents to ensure residents feel a sense of belonging to their communities and enhance community safety.
- Expanding support to individuals and families with vulnerable and complex tenancies.



Resident events help strengthen connections with community partners like York Regional Police

> By creating partnerships and opportunities with community agencies and organizations we can offer residents wellness, financial literacy and community programs that help create safer, healthier communities.
>
> **York Region Housing Services Staff**

How we will achieve progress

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS

Encourage resident well-being, promote healthy living and help residents thrive in their community	• Deliver meaningful supports to residents through strategic collaborations with internal York Region program areas, and sustainable partnerships with community agencies that advance the following:
	  ◦ Physical health and recreation programs or campaigns that support resident well-being
	  ◦ Mental health supports that improve wellness and mitigate resident conflict
	  ◦ Food security programs that increase access to affordable and nutritious food options
	  ◦ Financial empowerment programs that improve the financial security of residents
	• Partner with local municipalities to connect residents to programs based on their needs, and raise awareness of available programs
		Key Results:
		• Partnerships that deliver services and meaningful support to residents
		• Residents feel increased connectivity to their communities
		
		Key Performance Indicators and Targets:
		• Number of new and sustained partnerships with community agencies that deliver programs to HYI residents **(10 over four years)**
		• Percentage of program participants that feel the programs delivered are helpful **(80%)**
		• Percentage of program participants who report they will use the information learned through programs **(80%)**
		• Number of resident engagement activities delivered **(150 over four years)**

STRATEGIC PRIORITY 2:

Encourage Resilient Communities and Successful Tenancies

How we will achieve progress

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS

Advance resilient communities where residents feel a sense of belonging, inclusivity and safety	• Strengthen community resilience through effective partnerships with York Region program areas and community agencies that:
	  • Enhance community safety
	  • Build a shared sense of belonging through active community engagement
	  • Advance diversity and inclusion initiatives
	• Pilot a preventative community safety outreach program
	• Establish resident connection through resident "on-boarding" when they move into communities
	• Foster a sense of belonging with annual resident check-in opportunities
		Key Results:
		• Partnerships deliver services that provide meaningful support to communities
		• Residents feel increased sense of belonging in their communities
		
		Key Performance Indicators and Targets:
		• Number of new and sustained partnerships with community agencies that deliver programs to HYI residents **(10 over four years)**
		• Number of collaborations with local municipalities that create greater awareness of programs available to HYI residents **(9 over four years)**
		• Percentage of program participants that feel a greater connection to their community **(80%)**
		• Percentage of community safety outreach program participants that feel safer and supported in their community **(80%)**
		• Maintain or exceed resident satisfaction ratings with HYI "helpfulness" **(87%)**
		• Percentage of new residents with personal on-boarding at move in **(95%)**

Build capacity to support complex and vulnerable tenancies	• Conduct needs assessment and review best practices to support residents with complex needs • Expand supports for individuals and families with complex needs • Review future staffing and resource needs to advance culture of care to support housing stability for individuals with complex needs • Identify opportunities and implement tools early in the tenancy management process to mitigate financial evictions, in alignment with the *2024 to 2027 York Region Homelessness Service System Plan* and together with Regional partners	**Key Results:** • Residents with complex needs are supported to have successful tenancies • Enhanced process in place to support tenancy management **Key Performance Indicators and Targets:** • Average wait time to receive supports from a Social Worker or Family Support Worker **(45 days)** • Total value of tenant arrears mitigated **(Rent arrears under 1.5% of rent revenue and less than 10% of households with rent arrears)** • Number of clients supported who remain stably housed for six months following the initial intervention with support services **(85%)**

STRATEGIC PRIORITY 3:

Drive Innovation and Continuous Improvement

Why this priority is important?

HYI's commitment to innovation and continuous improvement is critical to respond to an evolving environment. HYI has identified the need to digitize internal processes to improve efficiency, enhance the resident experience, and increase awareness of programs and services available to residents. A commitment to innovation and continuous improvement means residents can have access to high-quality, affordable housing options now and in the future.

What we're already doing

- Implementing digitized notices for timely and relevant resident communications.
- Upgrading and improving HYI's property management system, including new software modules to support business needs.
- Continuing to work in partnership with the Region to leverage innovative construction techniques and methods to implement climate change and energy conservation measure to enhance sustainability of HYI buildings.

How we will achieve progress

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS
Improve resident experience and support operational efficiencies through data and technology	• Develop and execute a multi-year implementation plan for property and asset management software • Continue to implement technology for timely and relevant resident communications (i.e., digital notice boards, resident portal) • Implement consistent Closed-Circuit Television (CCTV) and remote access control to enhance security and improve service response for contracted services • Review approach to property management and maintenance zone model and implement changes for improved services and efficiencies • Introduce timely resident satisfaction surveys through short, post-service surveys	**Key Results:** • Improved resident experience through enhanced operational efficiencies • Realignment of resources through technology enhancements **Key Performance Indicators and Targets:** • Maintain or exceed resident satisfaction rates **(79%)**[1] • Percentage of households using resident portal **(Year 1 establish benchmark; Year 2 set target)** • Response times for resident maintenance requests **(95% completed within five business days)** • Maintain or exceed Resident satisfaction on timeliness and quantity of communications **(Year 1 establish benchmark; Year 2 set target)**

1 Results will be captured after a 4-year period as opposed to an annual basis.



York Region Housing Services staff

> Shifting to digital notices allows HYI to connect with more people in a better way. We can update residents faster, more often and in real-time about situations that are impacting their day-to-day.
>
> **York Region Housing Services Staff**

STRATEGIC PRIORITY 3:

Drive Innovation and Continuous Improvement

How we will achieve progress

OBJECTIVES	FOUR-YEAR ACTIONS	MEASURING PROGRESS
Implement climate change and energy conservation measures to enhance resilience of HYI buildings[2]	• Develop the 2026 to 2030 Energy and Utilities Management Plan (EUMP) • Implement approved climate change and energy conservation measures to reduce greenhouse gas (GHG) emissions following the EUMP, with consideration to resident experience • Maximize available incentive and grant programs offered by the Federal and Provincial governments and provincial energy providers to offset capital investments • Annually measure and verify the resulting GHG reduction (tonnes CO2) relative to the plan • Complete climate change action plan studies at HYI properties as part of the Regional Climate Change Plan • Procure a consultant team to assist in developing a decarbonization plan highlighting the opportunities and challenges	**Key Results:** • 2026 to 2030 EUMP developed and approved by the Board • Decarbonization roadmap developed and approved by the Board that identifies opportunities and challenges necessary to achieve net-zero carbon emissions by 2050 • Investment from local distribution company and senior levels of government **Key Performance Indicators and Targets:** • Federal/provincial capital funding for climate change and energy conservation initiatives **(Pursue relevant funding for eligible projects)** • Number of properties that received climate change and energy conservation upgrades **(Target pending approval of 2026 to 2030 EUMP and available funding)** • Reduce annual GHG emissions (tonnes) in communities with energy efficiency and climate change initiatives completed (tonnes of CO2) **(Target pending approval of 2026 to 2030 EUMP and available funding)**

2 Actions included under this objective relating to climate change and energy conservation measures are contingent upon funding.

Reporting on Progress

HYI will continue to track progress under each strategic priority and measure performance over the next four years, with regular reporting to the Board.

Annual Business Plans

As the actions identified in this plan are for a four-year period, annual business plans will be developed that identify specific work for each year of the plan.

Annual Progress Reports

Annual progress reports will be provided to the Board of Directors outlining the progress made towards achieving the goals under each strategic priority. For key performance indicators that require baselines to be established, progress reports will outline the baselines once identified. Progress reports will also be posted publicly on York Region's website.

Conclusion

HYI has been successful in maintaining its portfolio in a good state of repair and receiving new units from the Region to increase access to affordable housing options. More needs to be done to help address the Region's growing housing challenges and changing needs.

This plan focuses on three main priorities in alignment with the Region's 2023 to 2027 Strategic Plan. The 2025 to 2028 HYI Strategic Plan focuses on sustaining and increasing the housing portfolio, and supporting residents' evolving needs through collaboration with community agencies and local municipalities. This plan also provides the opportunity for continuous improvement and innovation by enhancing sustainability of existing HYI assets and modernizing existing processes through digitization. Financial sustainability remains at the forefront of HYI's operations and a critical component to its long-term focus ensuring HYI is well-positioned to respond to the changing environment.

Through this plan, HYI will advance its vision of building communities that everyone would be proud to call home and its mission of collaborating with residents and partners to deliver services to support resilient communities and resident well-being.

Endnotes

1 2023 HYI Yardi Data

2 2022 HYI Resident Survey

3 To be approved on June 26, 2025 – language may be updated.



Mosaic House under construction in the Town of Whitchurch-Stouffville

Appendix A

Analysis of Strengths, Weaknesses, Opportunities, Threats

An understanding of the current environment is essential to determining HYI's strategic direction. Below is a summary of HYI's strengths, weaknesses, opportunities and threats, informed by feedback from the HYI Board of Directors, resident surveys and internal staff.

Strengths

What does HYI do well?

The Board of Directors is engaged, knowledgeable, and supports innovation. HYI has a strong relationship and integration with the Region to help advance Regional housing priorities. HYI benefits from Regional Council's commitment to housing, which continues to support growth in HYI's portfolio through different and new construction techniques, leveraging opportunities for new housing across the Region. HYI continues to prioritize managing and maintaining existing assets in a state of good repair to ensure sustainability for the future.

HYI operations are guided by a comprehensive Board-approved long-term fiscal plan which includes a reserve strategy that sets goals and objectives for reserves, an Operating Surplus Policy for allocating operating surpluses, and Investment Policy for prudent management of working capital and reserves. HYI has a strong understanding of community needs, completing regular surveys and engaging residents on programs that are important to them.

Weaknesses

What are some areas HYI could improve and practices to avoid?

HYI can improve internal processes and simplify the customer experience while increasing awareness of services, as residents are not always aware of programs available in their communities. While HYI is making progress on digitization of internal processes, more can be done to support evolving operational demands and improve efficiency. Internal and external resources are not always available to manage the complex needs and expectations of HYI residents, such as supporting residents to age in place. HYI has a limited ability to generate revenues to ensure new buildings are operationally self-sustaining and continue maintaining buildings in a good state of repair as they age.

Opportunities

What are the circumstances that enable positive things to happen?

HYI has the opportunity to play a role in increasing the Region's community housing supply by expanding the current portfolio. HYI is the owner of assets with redevelopment potential. HYI can support Regional Council to increase the supply of community housing through redevelopment, accessing Regionally and municipally owned lands, and collaborations with private sector developers. The Region and HYI can continue to leverage innovative building techniques based on the unique challenges and opportunities of each project moving through the planning and development pipeline.

Threats

What are some factors that could negatively affect HYI's business?

The funding environment continues to change rapidly, including recent changes under Bill 23, *More Homes Built Faster Act, 2022* which removed development charges as a funding source for new development. This combined with unpredictable federal and provincial grant funding presents challenges for future planning and development. Construction costs are also increasing, and HYI faces additional pressures to maintain aging assets as 68% of buildings, or 31 communities, are at least 30 years of age. Evolving resident needs including changing demographics, mental health challenges, and increases in requests for special priority status means HYI must provide additional supports and programs to ensure residents remain housed. HYI is facing pressures to do more within its existing operating model.



HYI residents and York Region Housing Services staff at Unionville Commons, City of Markham

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