Housing Services Corporation

2025 Annual Report

HSC

Letter from the HSC CEO and Chair

For Ontario's housing sector, 2025 was a year of planning and preparation. The announcement of Build Canada Homes created significant optimism across the sector, and we continue to look ahead to the opportunities this program may bring for communities across the province.

At the municipal level, many of you focused on shaping the future of housing in your communities. This included developing Housing and Homelessness Plans, approving post-End of Mortgage funding strategies, and advancing affordable and supportive housing plans based on your local needs.

Much of the groundwork has now been laid. As we move into 2026, we expect to see the next phase begin to take shape – a housing sector increasingly driven by local priorities, local partnerships, and local solutions.

At HSC, we were proud to support this important work while also strengthening our own programs and services to better meet the sector's evolving needs. Throughout the year, our teams worked closely with Service Managers, DSSABs, and housing providers in planning for the future, helping to support strong financial stewardship and long-term asset management.

We also took important steps internally to respond to emerging pressures facing the sector. This included developing a new property liability claims trust fund to help address growing insurance-related costs and refocusing our capital reserve investment program to better align with the sector's priorities. As we look ahead to 2026, we remain committed to supporting a resilient, connected housing sector and delivering high-quality, cost-effective services.

We are proud of what we accomplished together in 2025 and grateful to our staff for their dedication, and to our partners and allies across the sector for their ongoing support.

Howie Wong, CEO
Brian Marks, Chair

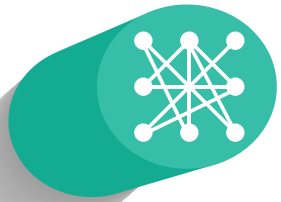
2023 – 2027 Strategic Plan

Our Mission

- **Sustain Ontario's affordable housing assets**
- **Build sector capacity**
- **Manage sector risks**
- **Increase the supply of affordable housing**

Deliver a Superior Client Experience

- Smooth business processes and systems
- Practical resources tailored for the sector
- Cost competitive, best-in-class value-adds
- Integrated and easy-to-use services

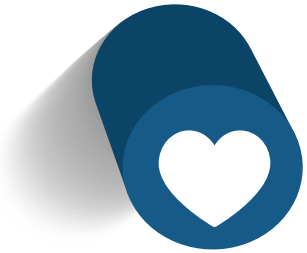


Promote A Networked Sector

- Leverage sector advisory groups
- Showcase best practices and learning opportunities
- Deliver tailored events and informational webinars open to all
- Facilitate Pan Canadian partnerships

Evolve & Enhance Services

- Support decision-making with data analytics
- Fill anticipated capacity gaps and meet changing needs with cutting-edge business solutions
- Leverage our existing expertise and build new knowledge
- Refine HSC services to moderate sector risks
- Develop new value adds and support Net Zero strategies



Inclusive and Responsive Organization

- Foster inclusion, diversity, equity and accessibility
- Embed ESG criteria into how we do business
- Enhance professional development opportunities for staff
- Optimize hybrid work model

Our Values

Our number one priority is to understand the needs of our clients and to serve them well.

People First

Respectful, inclusive and caring

Partnerships

Achieving more together

Innovation

Always improving

Integrity

Actions that inspire trust and confidence

Accountability

Consistently delivering on our commitments

Excellence

Offering only the best

Corporate Snapshot

Who we are

Established under the Housing Services Act (2011), Housing Services Corporation (HSC) is a non-profit organization committed to ensuring that Ontario residents have access to safe and affordable housing that improves their quality of life. We support this vision by focusing on the long-term health and sustainability of Ontario's social housing properties.

How we work

HSC does not receive operating funding from the provincial government. Instead, we operate under a fee for service model; achieving economies of scale for our clients by leveraging the power of the group and securing high-value services at competitive rates. Through the effective management of our mandated programs, we are also able to support individual housing provider needs and address sector-wide business gaps.

HSC Key Facts

- **Established in 2002 by the Province of Ontario**
- **Serves 1,500 providers & 47 Service Managers**
- **Non-profit focused on leveraging the power of the group**

ENERGY SERVICES

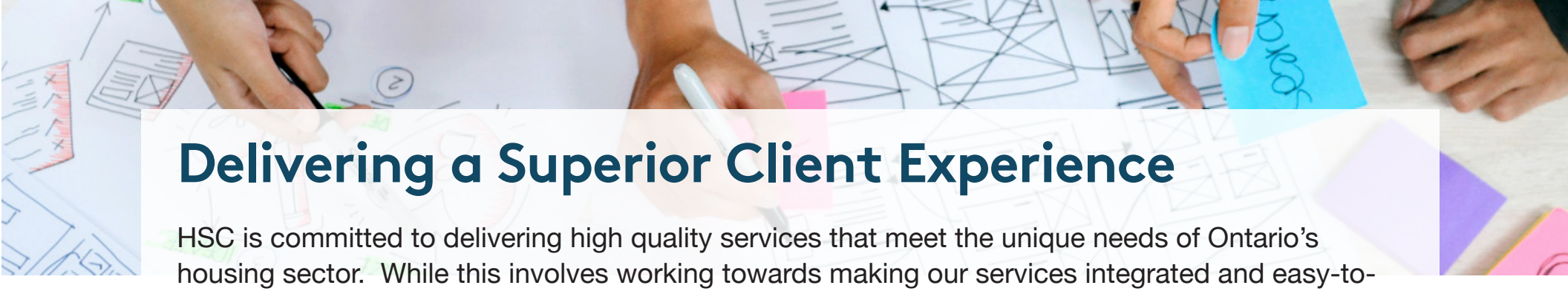
- $13.3M/year (~90M m3 gas)
- 43 Local Housing Corporations
- +700 buildings benchmarked on energy performance

INSURANCE & RISK MANAGEMENT

- $48B in insured assets
- 658 Providers
- ~19K Tenant Insurance policies

CAPITAL RESERVE INVESTMENTS

- +$626M Assets Under Management (December 31, 2025)
- +860 providers in Ontario and British Columbia



Delivering a Superior Client Experience

HSC is committed to delivering high quality services that meet the unique needs of Ontario's housing sector. While this involves working towards making our services integrated and easy-to-use, it also demands that our services are cost-competitive and offer best-in-class value-adds.

25% Ontario's Service Mangers/ DSSABs supported through financial and capital modelling services

97% Business Solutions consulting engagements were repeat business

48% 2024-25 insurance claims files closed by end of term, helping providers restore normal operations quickly and efficiently

3% Average insurance premium savings at renewal for participating providers

61 Technical Services projects managing capital retrofits and new builds

36 Insurance Risk Report Audits on housing provider portfolios

73 Energy reports completed to help housing providers comply with the provincial and municipal energy data reporting requirements

Secured lower than indicative natural gas rates by applying renewal purchasing and timing strategies

Promoting a Networked Sector

In 2025, HSC continued to play a key role in convening partners across the community housing sector to share challenges, generate ideas, and identify new opportunities for collaboration and growth.

Hosted 26 in-person events and training sessions

for a range of sector groups with **96%** of attendees providing positive feedback.

Completed outreach to all 47 Service Manager/DSSABs

including access to our state-of-the-art dashboard benchmarking portal.

Delivered 14 webinars

with an average of 100+ attendees that included expert speakers on:

- Managing Cybercrime Risk
- Utility Incentives
- Tariffs and the Capital Markets
- Investing 101 for Non-Profits and Co-Ops
- AssetPlanner Opportunities for Service Managers
- Functional Zero Homelessness

The 2025 Regeneration Forum, Levelling Up: New Approaches to Transform Housing

This year's Forum brought together over 350 people from across the housing sector — including leaders, policymakers, and partners — for two days of learning and meaningful discussion.

"By far the best event of the year"

"Excellent forum"

"I can't wait for the next one!"

350+ Attendees

45 Speakers

12 Workshops

4 Plenaries

Evolving and Enhancing Services

HSC continued to draw on the expertise and insight of our advisory groups and the sector groups we support to help with the evolution of the programs and ensure that they meet changing needs. **This work included:**

$625K Subrogation reserve established on 2024-25 claims, working to bring dollars back to the program and ensure its continued sustainability

Introduced a Commercial General Liability Claims Trust Fund (CTF) structure, achieving modest savings and long-term premium stability for participants

Engaged with the Independent Electricity System Operator (IESO), the Ministry of Energy, Ontario Energy Board and Enbridge Gas to improve Demand Side Management and utility conservation programs for the sector

Engaged the sector on the potential creation of a non-profit capital repair loan program to fund critical capital repairs

Provided training resources on end of mortgage planning and non-profit governance

Inclusive and Responsive Organization

In 2025 we continued to strengthen a workplace culture where inclusivity, diversity, equity and accessibility (IDEA) are part of everyday practice. Throughout the year, staff participated in learning, discussion and engagement opportunities designed to build understanding, encourage open dialogue and deepen awareness of housing insecurity and diverse lived experiences across the sector. This included:

3 Staff Education Sessions

exploring document accessibility, barriers to housing in Nunavut and the Northwest Territories, and IDEA strategies at Toronto Seniors Housing Corporation

3 Podcast/Book/Documentary Club Discussions

focused on lived experiences of homelessness

2 Staff Engagement Outings

including volunteering at Second Harvest (4,410+ lbs of carrots and beets prepared for distribution!) and visiting an AGO exhibition featuring artists from diverse cultural backgrounds

1 Regeneration Forum

that incorporated IDEA principles throughout programming and event design, including:

- Elder's Blessing as part of opening ceremony
- Tradeshow exhibitors encouraged to showcase IDEA initiatives and practices
- Panel discussion focused on Indigenous housing on and off reserve

Thank you for your help in 2025

HSC Board of Directors

William Bradica
Former CEO, District of Thunder Bay Social Services Administration Board

Councillor Jon Burnside
Toronto Councillor for Don Valley East

Michael Duben
Oxford County

David Hall
Stoney Creek Community Homes Inc.

Elana Harte
Central Ontario Co-operative Housing Federation

Ronald Holman
Former Mayor, Township of Rideau Lakes and Chair of the Rural Ontario Municipal Association (ROMA)

Sheldon Laidman
City of Peterborough

Brian Marks
Cochrane District (Chair)

Tammy MacKenzie
District of Parry Sound

Jennifer Murdoch-Martin
Waterloo Region

Kim Weiman
Community Housing Management Network

Donna Woiceshyn
Niagara Regional Housing

Anne Marie Shaw
Grey County

Joe Valvasori
Halton Community Housing Corp.

HSC Insurance Inc. Board of Directors

Ron Holman, Former Mayor, Township of Rideau Lakes and Chair of the Rural Ontario Municipal Association (ROMA)

Insurance Reference Group:

Andrea Norris, Ottawa Community Housing Corp.

Anita Tsang-Sit, Toronto Community Housing Corp.

David Hall, Stoney Creek Community Homes Inc.

John McDonald, Peel Housing Corp. o/a Peel Living

Kevin Bradley, Ashley Manor Housing Corp.

Marty Read, The District of Thunder Bay Social Services Administration Board (SM)

Rebecca Snelgrove, County of Northumberland

Tina Gardiner, Housing York Inc.

Encasa Advisory Committee:

Tracy Greig, Durham Region Non-Profit Housing Corporation

David Hall, Stoney Creek Community Homes Inc.

Cindi Briscoe, Housing Services Division, City of Greater Sudbury

Lois Tullo, Richview Baptist Foundation

Stephen Quinn, Vincent Paul Family Homes Corporation

Elana Harte, Central Ontario Co-operative Housing Federation

John Ostime, Trinity Glen Housing Corporation

Bob Davidovich, Homeland Non-Profit Housing Complex Inc.

Service Manager Advisory Committee

Joanne Pearson, District of Sault Ste. Marie Social Services Administration Board

Rebecca Snelgrove, Northumberland County

Lindsay Cumming, Cochrane District Services Board

Tom Fortier, District Municipality of Muskoka

Doug Rollins, City of Toronto

Ray Harper, Municipality of Chatham-Kent

Jayne Beggan-Hartley, City of Kingston

Melanie Shaye, District of Nipissing Social Services and Administration Board

Rebecca Morgan-Quin, City of Peterborough

Ken Ranta, District of Thunder Bay Social Services Administration Board

Nicola Reid, City of Kingston

Elizabeth Storti, Regional Municipality of Peel

Alison Tutak, United Counties of Leeds and Grenville

Kirk Whittal, City of Windsor

Jenny Shickluna, Niagara Region

Ryan Pettipiere, Region of Waterloo

Service Manager Housing Company Network

Lindsay Sieben, Peel Living

Jim Dimanis, Niagara Regional Housing

Daryl Kaytor, Regional Municipality of Halton

Lisa Smith, City of Cornwall

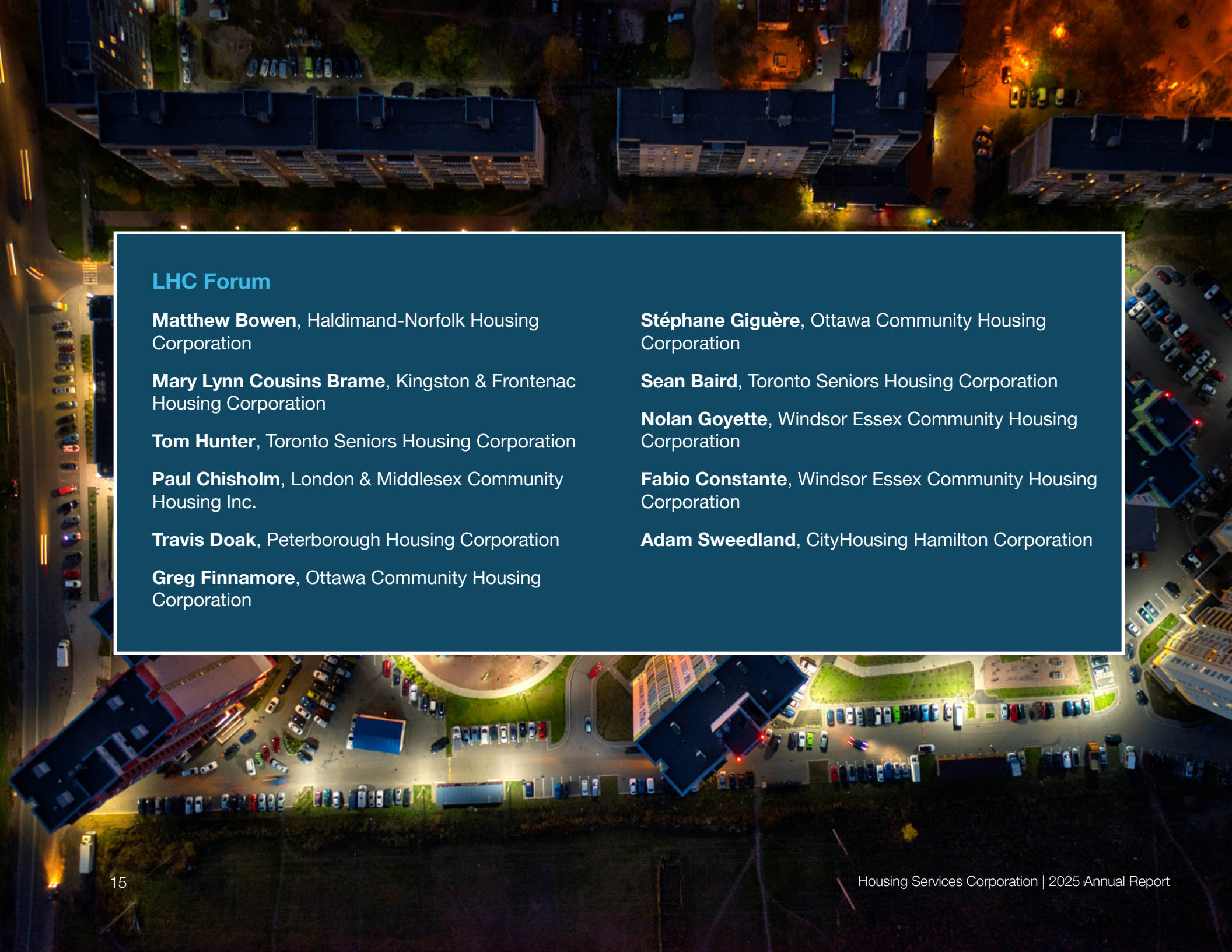
Alyssa Skan, Regional Municipality of Durham

Amy Osika, Region of Waterloo

Joe Valvasori, Halton Region

Andrea Warren, Peel Region

Randall Profitt, York Region



LHC Forum

Matthew Bowen, Haldimand-Norfolk Housing Corporation

Mary Lynn Cousins Brame, Kingston & Frontenac Housing Corporation

Tom Hunter, Toronto Seniors Housing Corporation

Paul Chisholm, London & Middlesex Community Housing Inc.

Travis Doak, Peterborough Housing Corporation

Greg Finnamore, Ottawa Community Housing Corporation

Stéphane Giguère, Ottawa Community Housing Corporation

Sean Baird, Toronto Seniors Housing Corporation

Nolan Goyette, Windsor Essex Community Housing Corporation

Fabio Constante, Windsor Essex Community Housing Corporation

Adam Sweedland, CityHousing Hamilton Corporation

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