

The Regional Municipality of York

Housing York Inc.
November 2, 2017

Report of the
General Manager

Housing York Inc. Mission and Vision

1. Recommendations

It is recommended that:

1. The Board approve vision and mission statements as follows:

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

2. Purpose

This report proposes vision and mission statements for Housing York Inc. (Housing York) for Board approval.

3. Background

Creating vision and mission statements is a commitment in Housing York's 2017 to 2020 Plan

In [November 2016](#), the Board approved Housing York's 2017 to 2020 Plan *Achieving New Heights Through Innovation and Sustainability*. The Plan established five strategic directions, outlined in Figure 1.

Figure 1
Housing York's Strategic Directions



Creating vision and mission statements for Housing York within the Region's strategic framework is an action under the strategic direction to provide good governance and strengthen organizational capacity.

4. Analysis and Implications

The Board, staff, stakeholders and tenants were engaged in development of the recommended vision and mission statements

The vision and mission development process began with a Board workshop in May 2017 to identify priorities. Building on the results of this workshop, over the summer a series of workshops were held with Regional staff to develop draft vision and mission statements.

In September, Housing York invited members of the Tenant Reference Group and the Good Neighbour award nominees to a focus group to get their feedback and further refine the draft statements.

The statements developed through this process are as follows:

- **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

The proposed statements align with the Region's vision statement "creating strong, caring, safe communities", and mission statement "York Region is committed to providing cost-effective, quality services that respond to the needs of our rapidly growing communities."

The vision and mission statements will guide implementation of Housing York's 2017 to 2020 plan and will inform day-to-day operational decisions

Housing York's Vision provides staff, our partners, and our residents with a clear statement of our long-term goal. Our core business is providing affordable housing and in fulfilling that mandate, we strive to:

- Demonstrate leadership in the housing sector, seeking opportunities for innovation in alignment with the Region's strategic directions
- Build inclusive communities that are connected to their local neighbourhoods, welcoming and accessible to residents with diverse backgrounds and needs
- Ensure our communities are places that everyone would be proud to call home, providing good quality, safe, well-maintained housing

The vision statement will guide implementation of Housing York's 2017 to 2020 Plan. Future Board reports will identify how a proposed policy or initiative contributes to Housing York's Vision.

While the vision statement frames the long-term objective for Housing York, the mission statement guides the many decisions that staff make on a day to day basis.

- As a responsible landlord we consider the fiscal and environmental implications of our operations and ensure that we comply with regulatory requirements
- As a caring landlord, we consider the needs of our residents as individuals and connect residents to programs and services that support their tenancies and enhance their well-being
- As an engaged landlord, we connect with our residents and seek their feedback to understand what is important to them and ensure that our services and the programs provided by our partners reflect community priorities

The Board approved statements will be shared directly with the tenants who participated in the consultations and communicated to all tenants through Housing York's newsletter. The statements will also be incorporated in future Housing York publications, like the business plan and annual report.

Housing York's Mission and Vision Support Regional Objectives

Housing York's recommended mission and vision statements are consistent with the goals and commitments made in York Region's [Vision 2051](#), A Place Where Everyone Can Thrive, the [2015 to 2019 Strategic Plan](#) priority area of Community Health and Well-being, and York Region's 10-Year Housing Plan, [Housing Solutions: A Place for Everyone](#). In addition, the statements are consistent with the Region's overarching vision of creating strong, caring and safe communities.

5. Financial Considerations

The process of developing vision and mission statements was managed within the approved operating budget.

6. Local Municipal Impact

Housing York operates housing in each of the municipalities. The proposed vision and mission statements will support Housing York in ensuring that our properties continue to be a positive part of their local communities.

7. Conclusion

This report proposes statements to fulfill Housing York's 2017 to 2020 Plan commitment to create vision and mission statements for Housing York within the Regional strategic context.

For more information on this report, please contact Rick Farrell, General Manager at 1-877-464-9675 ext.72091.

The Senior Management Group has reviewed this report.

Recommended by:

Approved for Submission:

Rick Farrell
General Manager

Katherine Chislett
President

October 18, 2017

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Accessible formats or communication supports are available upon request