

THE REGIONAL MUNICIPALITY OF YORK

Housing York Inc.
February 11, 2004
Report of the
General Manager

STATEMENT OF PRINCIPLES

1. RECOMMENDATION

It is recommended that:

1. The Statement of Principles for Housing York Inc. (HYI) be adopted as per this report.

2. PURPOSE

This report is to introduce a proposed Statement of Principles for Housing York Inc (*see Attachment 1*), which will guide the development of a performance-monitoring framework and management policies for the operations of the housing company.

3. BACKGROUND

Housing York Inc. continues to consolidate and confirm its business practices and policies as a result of amalgamation. In order to ensure that policy and procedural development are consistent, this report presents a set of principles for the Board's consideration. A clear set of expectations will provide a framework for both the development of operating guidelines and policies, as well as the establishment of a performance-monitoring framework for Housing York Inc.

Upon adoption of the Statement of Principles, a process to build, with staff, a performance-monitoring framework will be undertaken and a plan brought back to the Board for consideration.

4. ANALYSIS AND OPTIONS

4.1 Developing the Principles

A cross-disciplinary group of staff, including management, technical and frontline workers, who provide services to Housing York Inc. were brought together in a workshop to develop a proposed set of operating principles.

Statement of Principles

They were guided by the principles of value for money, service to tenants, stewardship of the public assets held by Housing York Inc., and responsiveness to the community.

The Statement of Principles was drafted and subsequently shared with staff for their input in Regional Departments that intersect with Housing York Inc. They included: Supplies and Services, Long Term Care, Legal, Audit Services, Finance, Human Resources, the Regional Chair's Office, and the other divisions in the Community Services and Housing Department. Input was incorporated and the Principles, as presented, reflect that input.

4.2 Statement of Principles

Housing York Inc.'s tag line is "Building Strong Communities." It was one of our goals to define in the principles the elements that could positively support that goal. The principles fall into five categories and are described as follows:

Building Strong Communities by:

1. Providing the right service, at the right time, in the right place, at the right cost:

- Providing high quality customer service every day.
- Balancing high quality service with financial accountability.
- Administering a sound performance measurement and management framework.
- Exemplifying fair and consistent policy development and application.

2. Being known for leadership in property management practices:

- Maintaining strong preventative maintenance and capital planning programs.
- Meeting all local, provincial and federal codes and legislative requirements.
- Ensuring progressive asset management practices and planning.
- Seeking innovation in property management.
- Developing environmental standards that align to Regional goals.

3. Recognizing and responding to the diversity of our residents, our communities and our partners:

- Responding to the cultural diversity of our residents.
- Promoting strong communication channels.
- Ensuring that language is never a barrier.
- Delivering management philosophies that are sensitive to the variety of geographic locations served.
- Inviting feedback from our residents and our communities.
- Respecting and valuing our partnership with residents through action.

4. Appreciating the abilities and vulnerabilities of our residents by:

- Seizing opportunities to partner with agencies and regional services to meet resident needs.
- Seeking connections with the broader community to integrate housing communities into the local fabric wherever possible.
- Increasing physical accessibility within our buildings.
- Adopting a homelessness prevention focus in our property management practice.

- Ensuring the health and safety of residents and visitors.
- Continuing to partner with Health Services in the provision of programs that support the health, well being and independence of seniors and adults with physical disabilities.

5. Innovative growth options and development of mixed income housing:

- Seeking partnerships with local municipalities, the private sector, and other levels of government to develop housing communities that are sensitive to local needs.
- Meeting the Region's goal of developing 100 new units a year of new housing in the portfolio in keeping with York Region's Housing Supply Strategy.
- Creating new housing options through innovative community partnership opportunities.
- Exploring the role that Housing York Inc. can play in encouraging low-income households to become homeowners.

5. FINANCIAL IMPLICATIONS

The implementation of the Statement of Principles will provide a basis for the development of a performance-monitoring framework for Housing York Inc., which will assist both staff and the Board to actively monitor service delivery quality against service cost. This will ensure that management costs are controlled.

6. LOCAL MUNICIPAL IMPACT

A well-managed housing company provides quality affordable housing choices to local municipalities.

7. CONCLUSION

The adoption of the HYI Principles establishes the framework within which consistent policy and procedure development can occur. A performance-monitoring framework will provide a context within which service quality and costs can be measured and continuous improvement can occur.

The Senior Management Group has reviewed this report.

Prepared by:


for Sylvia Patterson
Assistant General Manager

Recommended by:


Joann Simmons
General Manager

Approved for Submission:


Michael R. Garrett
President

January 22, 2004
Attachment - 1

SP/dm

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