



Strategic Directions 2017-2020

1 STRATEGIC DIRECTION

Improve the quality of the Mainstay tenant experience

Objectives:

1. Improve our engagement with and responsiveness to tenants.
2. Develop and implement a new service model which will improve the availability of on-site supports and increase access to Mainstay for people experiencing homelessness.
3. Develop service standards which reflect the new service model and integrate all aspects of Mainstay operations.
4. Implement a quality improvement strategy to achieve high performance against the new standards.

2 STRATEGIC DIRECTION

Secure our foundation

Objectives:

1. Develop and implement an asset management plan.
2. Seek and advocate for affordable housing development funding.
3. Develop and implement a human resources strategy to support achievement of our strategic plan.
4. Design and implement a risk management framework.
5. Implement new corporate systems and processes to mitigate risks, achieve efficiencies, reduce costs and improve the tenant experience.

3 STRATEGIC DIRECTION

Implement innovative housing solutions

Objectives:

1. Position Mainstay to develop new housing which integrates current affordable housing funding models and best practice homelessness interventions.
2. Position Mainstay to leverage our rent supplement funding to expand our asset base.
3. Expand our Homeless to Homes program with funding from a social impact bond.

MISSION

Our mission is to operate high quality housing, support housing stability and create inclusive communities.

VISION

With stable housing as a foundation, everyone belongs and has a bridge to a better life.

Value Statements

- **Tenant engagement:** We understand that seeking and responding to the perspectives of our tenants is critical to ensuring we are focused on the right things and delivering services which are relevant. As such, we are committed to engaging our tenants in meaningful ways, including in setting priorities and in program design and delivery.
- **Collaboration:** Working with partners goes back to Mainstay's roots and we continue to embrace collaboration and integration with other organizations to deliver services to tenants and to achieve improvements at the system level.
- **Quality:** We are committed to learning from tenants, partners and other stakeholders about where we can improve, to continuously reflect on our performance and to take action to improve our performance.
- **Equity:** We seek to use the inherent ability we have as a housing provider and employer to advance equity for people who have been disadvantaged.
- **Stewardship:** We receive a significant amount of public support and we are responsible for a large housing asset base. We are accountable for how we use our resources and we embrace our role as stewards of our assets.

