



ONTARIO NON-PROFIT
HOUSING ASSOCIATION

2024-2027 STRATEGIC PLAN

BUILDING BRIDGES

A COLLABORATIVE VISION FOR HOUSING



OUR MISSION

To lead, support and advocate for the non-profit housing sector to deliver sustainable, equitable housing and create communities where all people can thrive.

OUR VISION

Everyone has a home where they can fully participate in their community.



A MESSAGE FROM THE BOARD

Last year, we completed our three-year strategy *Opening Doors Through Housing*. It proved to be a catalyst for our journey in the right direction. Immediately, the strategy launched us into action, steering us forward during extraordinary circumstances. First, it played a pivotal role in guiding our sector's recovery from a global pandemic. More recently, it led us to achieve an incredible milestone — changing legislation and opening doors for housing providers to transition away from outdated funding agreements that were no longer serving them.

As we continue along this trajectory, we can deepen our impact over the next three years with *Building Bridges: A Collaborative Vision for Housing*. Our updated strategy will shift our focus from issues advocacy and building supports for members towards putting solutions into action.

Today, we find ourselves at a pivotal intersection of economic and social trends that directly impact our members. Community housing providers face the ongoing challenges of inflation, aging housing stock and tenant complexities, coupled with persistent housing affordability challenges. All these factors are evolving in tandem with the rising concerns of homelessness and population growth, further compounded by a skilled labor shortage that will energize political debate.

In this climate, we have a unique opportunity as a sector association to provide steady leadership driven by a compelling vision for the future that places community housing at the heart of innovative solutions.

Our goal is ambitious – to build 99,000 affordable units over ten years, nearly doubling our sector's footprint in the Ontario market. ONPHA is ready to lead and make this a reality, but we can't do it alone. Which is why we're putting an emphasis on breaking down silos and finding new friends to join us in this work. We're bringing together allies from government, the non-profit and private sectors, and community networks. Together, we can make a significant impact.

There's meaningful work ahead, and we're calling on you to be part of it. Join us in building bridges for a collaborative housing future.

ONPHA's Board of Directors



STRATEGIC PRIORITIES

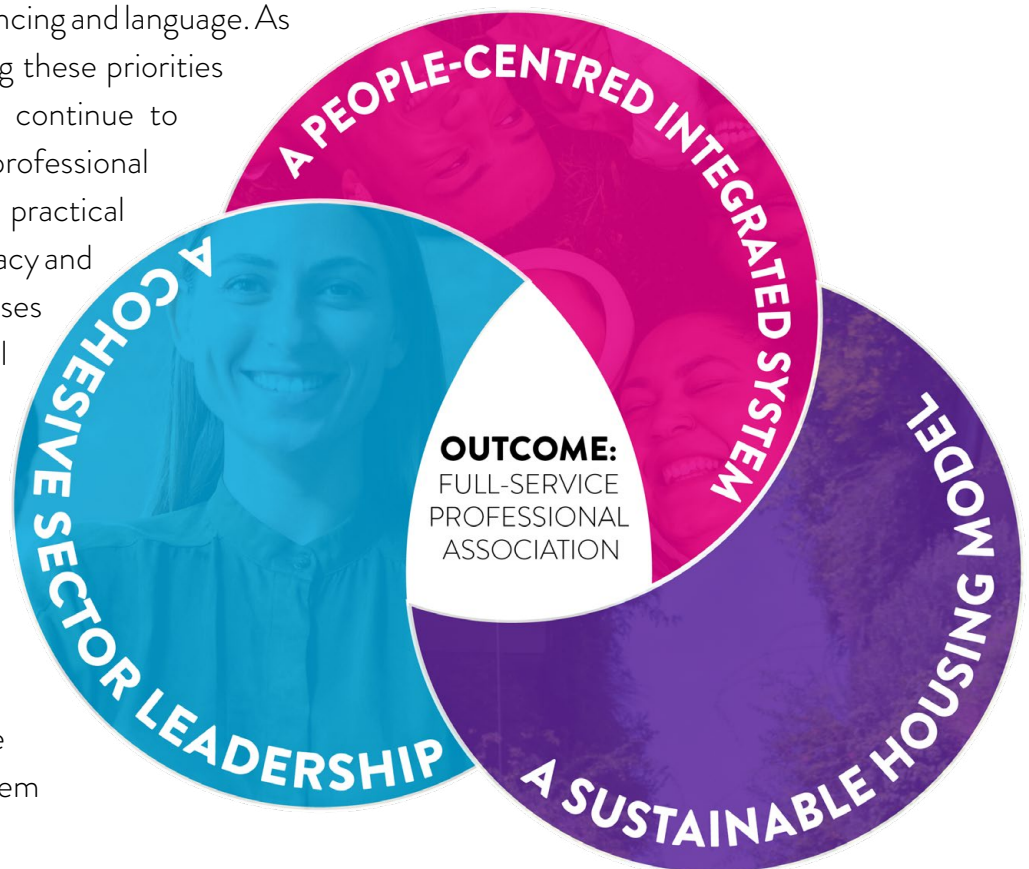
FOR 2024-2027

ONPHA has played a crucial role in influencing the affordable housing sector, especially during the ongoing affordability crisis. Recognizing the positive direction set by the existing strategic pillars from the 2020-2023 plan, the Board of Directors determined that the organization is moving in the right direction and acknowledged the opportunity for a strategic refresh to deepen our work.

Over the next three years, ONPHA's priorities will be:

- A people-centred integrated system
- A cohesive sector leadership
- A sustainable housing model

These priorities work together in a mutually reinforcing manner, with intentional sequencing and language. As we are successful in developing these priorities to their full potential we will continue to evolve into a full service professional association that provides practical support while cultivating advocacy and innovation to address root causes in affordable housing. We'll find the balance between supporting current member needs and anticipating future needs of the sector. This strategy empowers us to lead and formulate integrated approaches that contribute to shaping a more holistic lens on housing system transformation.



The following strategic priorities are high-level directions that ONPHA will operationalize each year.



A COHESIVE SECTOR LEADERSHIP

ONPHA stands at the forefront of affordable housing, championing tangible solutions that elevate the perspectives and voices of members who support various communities with lived experiences. This commitment extends through a broad network of stakeholders.

IN THE NEXT 3 YEARS

WE WILL...

01.

ENGAGE LEADERS

To build community and invite ongoing input from a broadened range of stakeholders.

02.

MEASURE AND COMMUNICATE OUR IMPACT

To grow credibility and influence.

03.

INVEST IN RESEARCH AND INNOVATION

To develop bold approaches and partnerships that actively remove barriers to increase affordable housing development.



A PEOPLE-CENTRED INTEGRATED SYSTEM

ONPHA will seek opportunities through cross-functional networks to bring more voices to the decision-making table to address systemic barriers.

IN THE NEXT 3 YEARS

WE WILL...

01.

INCORPORATE A HOLISTIC APPROACH TO HEALTH AND HOUSING

To enhance our services by considering the social determinants of health.

02.

INVEST IN DIVERSITY, EQUITY AND INCLUSION

To amplify the voices of people we serve and ensure equity within our governance structures.

03.

FOSTER COLLABORATIVE PARTNERSHIPS THAT BREAKDOWN SILOS

To influence systemic change.



A SUSTAINABLE HOUSING MODEL

ONPHA will explore innovative funding and housing models to foster stability within the sector. Through informed insights and responsive support, we aim to meet the evolving needs of our diverse member organizations.

IN THE NEXT 3 YEARS

WE WILL...

- 01. EXPLORE INNOVATIVE FUNDING STRATEGIES**
To foster diversified housing models within the system.
- 02. LEVERAGE DATA THAT MEASURES SECTOR-WIDE PERFORMANCE**
To support evidence-based advocacy.
- 03. RESPOND TO THE EVOLVING NEEDS OF MEMBERS**
To provide strategic support for organizations of all sizes.



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