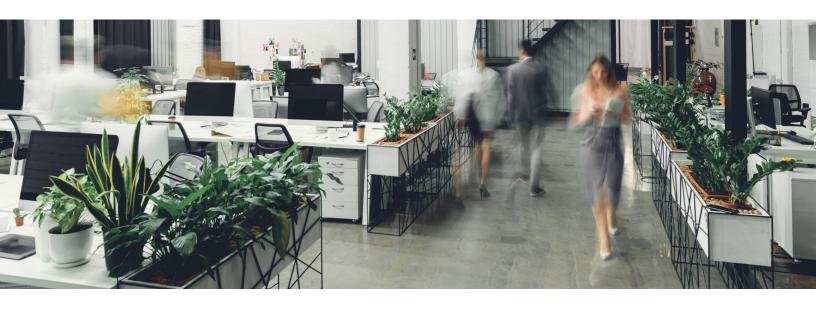
2020-2023

# STRATEGIC PLAN

OPENING DOORS THROUGH HOUSING





### ONPHA'S 2020-2023 STRATEGIC PLAN

It seems fitting that we release our new Strategic Plan in 2020, a year that has tested the strength of our Association and sector like never before. The challenges we've faced not only in Ontario but as a global community have been a reminder to our members, partners, and all levels of government that the work we do is absolutely essential. When we consider all the ways the global pandemic has exposed the gaps in our social safety net, including the lack of affordable housing in Ontario, it confirms a truth we've always known: a vibrant, innovative, sustainable community housing sector is critical for the health of Ontario's communities.

As we turn a corner on our health crisis, we find ourselves at a pivotal moment. We have an unprecedented opportunity to reimagine our future, one where affordable housing is at the centre of Ontario's recovery efforts and opens doors to healthier, more inclusive communities in the years to come. ONPHA's 2020-2023 Strategic Plan is our three-year strategy to move us forward into this new world.

We've already started on much of the important work that's ahead of us. The needs of Ontario's housing providers and their tenants are evolving quickly, and that means so are we.

This is reflected in all of the work we're doing, from hosting our first-ever virtual ONPHA Conference, to employing technology to bring members and partners together in new ways, to staying ahead of the curve with our advocacy, tools, and resources.

Our move to a new, modern workspace beautifully ties this all together and serves as a tangible reminder that we are a new ONPHA, operating in a new world. As we slowly transition out of remote work, we're setting up shop in a collaborative space in Toronto's downtown core where decisionmakers, sector partners and other associations meet. This is where we will continue the work we've committed to in our strategic plan for a stronger, more sustainable future.

Reaching the goals set out in our plan will mean stretching ourselves in new and exciting ways. It will take a collaborative effort from all of us to create lasting change in these challenging times.

Join us in our vision; to open doors for all people to thrive.

Sincerely, ONPHA's Board of Directors

## **OUR MISSION**

ONPHA leads, supports and advocates 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.



## STRATEGIC PRIORITIES

FOR 2020-2023

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

## A FULL-SERVICE PROFESSIONAL ASSOCIATION

for non-profit housing providers in Ontario -

#### THIS COULD LOOK LIKE:

### **A PEOPLE** CENTRED INTEGRATED SYSTEM

determine what is best for them. Ensuring that it exists to serve.

#### THIS COULD LOOK LIKE:

- equity, and inclusion lens that better
- and measures performance and needs.
- Create social infrastructure (e.g. health, education, social support) that supports people to be more self-sufficient.

#### **A SUSTAINABLE HOUSING SYSTEM**

Increase the sustainability of the housing and enhancing opportunities for new repurposing existing buildings.

#### THIS COULD LOOK LIKE:

- Streamlined government pre-development
- functional zero.

### **A COHESIVE** SECTOR LEADERSHIP

As a leader in the housing sector, we will bring together stakeholders to create system solutions to complex issues.

#### THIS COULD LOOK LIKE:

- · Being responsive to emerging international health issues, including the impacts of climate change.
- Addressing housing equity for Ontario's diverse Indigenous people.
- Building a strategy to adjust for research trends and changing demographics.
- Promoting collective action and knowledge sharing between organizations and sector partners.



### ONTARIO NON-PROFIT HOUSING ASSOCIATION

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