

2020-2023

# STRATEGIC PLAN

OPENING DOORS THROUGH HOUSING

**ONPhA**

ONTARIO NON-PROFIT  
HOUSING ASSOCIATION





## 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 decision-makers, 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:

01

## A FULL-SERVICE PROFESSIONAL ASSOCIATION

Make ONPHA a centre for housing excellence for non-profit housing providers in Ontario - offer support for organizations of all sizes.

### THIS COULD LOOK LIKE:

- Advocating for sector professionalization and standardization.
- Working to ensure housing becomes increasingly valued as a fundamental basic need.
- Increased membership and revenue streams.
- Establishing a business model that supports a professional association.

02

## A PEOPLE CENTRED INTEGRATED SYSTEM

A system where people have more choice to determine what is best for them. Ensuring that the information and system work for the people it exists to serve.

### THIS COULD LOOK LIKE:

- Promote creative solutions with a diversity, equity, and inclusion lens that better supports people across sectors.
- A robust provincial data system that tracks and measures performance and needs.
- Create social infrastructure (e.g. health, education, social support) that supports people to be more self-sufficient.

03

## A SUSTAINABLE HOUSING SYSTEM

Increase the sustainability of the housing system by improving financial stability and enhancing opportunities for new development, (re)development and repurposing existing buildings.

### THIS COULD LOOK LIKE:

- Alternative business and financing models.
- Streamlined government pre-development processes.
- Setting a goal that homelessness is at a functional zero.

04

## 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**

(416) 927-9144 | Toll-free: 1-800-297-6660 | [mail@onpha.org](mailto:mail@onpha.org) | [www.onpha.on.ca](http://www.onpha.on.ca)

**f**/ONPHA

**t**@ONPHA

**in**/ONPHA

