

## EXAMPLES OF STRATEGIC PLANS FOR NON-PROFIT HOUSING ORGANIZATIONS

**Non-Profit housing organizations regularly develop business plans, capital plans, and operating plans. A good strategic plan pulls all of those together, and provides a checkpoint to see if financial decisions, operating decisions, and policies align with the mission, vision, values, and objectives of the organization. Strategic plans need to balance being aspirational with being specific enough to guide decision-making.**

**Below are some examples of non-profit housing organizations that have clearly defined and actionable plans:**

- ✓ **Horizon Housing:** <https://www.horizonhousing.ab.ca/about/values/>

Horizon Housing in Calgary, Alberta, has values that can guide its approach to organizational and capital development.

- ✓ **Greater Victoria Housing Society:** <https://greatervichousing.org/about/>

The Greater Victoria Housing Society in Victoria, British Columbia, has three specific, achievable goals part of their strategic plan. Starting with a simple strategic plan and building on it as needed is a great approach to strategic planning.

- ✓ **Options Bytown:** <http://optionsbytown.com/site/wp-content/uploads/2019/11/StrategicPlan.pdf>

Options Bytown Housing in Ottawa, Ontario, has a five year strategic plan with four strategic priority areas: service delivery, talent/culture, partnerships, and operations. The plan includes indicators of success, measured through tenant satisfaction surveys, staff surveys, budget and other program data.

- ✓ **Métis Housing (Alberta):** <https://www.metishousing.ca/company-history/>

Métis Housing in Edmonton, Alberta has a mission statement that includes both what they do, and how they do it. Their corporate values are detailed in their Mission, their Policy Statement, and a list of Corporate Values.